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Acting Director

**County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

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June 28, 2011

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

#25 JUNE 28, 2011

Sachi A. Hamai
SACHI A. HAMAI
EXECUTIVE OFFICER

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Dear Supervisors:

**REQUEST AUTHORIZATION TO SUBMIT THE COUNTY SELF-ASSESSMENT REPORT
TO THE CALIFORNIA DEPARTMENT OF SOCIAL SERVICES
(ALL DISTRICTS) (3 VOTES)**

SUBJECT

Approve and delegate authority to the Acting Director of the Department of Children and Family Services (DCFS) and the Chief Probation Officer of the Probation Department (Probation) to submit the Los Angeles County Self-Assessment (CSA) report (Attachment) to the California Department of Social Services (CDSS or State) in order to comply with California's Outcomes and Accountability System (COAS) that monitors the quality of services provided on behalf of foster youth and their families and maximize compliance with federal regulations for the release and receipt of federal Title IV-E and Title IV-B funds.

JOINT RECOMMENDATION WITH THE CHIEF PROBATION OFFICER THAT YOUR BOARD:

1. Find the CSA suitable for submission to the CDSS.
2. Approve and delegate authority to the Acting Director of DCFS and the Chief Probation Officer to submit the CSA to CDSS.

"To Enrich Lives Through Effective and Caring Service"

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The purpose of the recommended action is to obtain approval to submit the CSA to the CDSS. The CSA is one of the principle components of COAS, which is used to monitor and assess the quality of services provided by both DCFS and Probation. The CSA encompasses analysis of data pertaining to demographic profile and outcomes data, qualitative data received from stakeholder interviews and case reviews, as well as issues related to systemic factors (e.g., Information Management Systems, Staff and Provider Training, Case Review System, Recruitment and Retention of Resource Families) that impact service delivery and operations within both Departments.

The CSA focuses on services delivery outcomes and provides the opportunity for Los Angeles County to evaluate how local program operations and systemic factors affect measured outcomes and indicators. The CSA helps to guide the development of the County's System Improvement Plan (SIP), which is the operational agreement between the County and the State that establishes program priorities, defines specific action steps to achieve within the three year term of the plan from 2011-2014.

FISCAL IMPACT/FINANCING

There are no direct county funds required to complete the CSA process. However, COAS county child welfare system reviews maximize compliance with federal regulations for the release and receipt of federal Title IV-E and Title IV-B funds. Submission of the approved CSA and subsequent SIP, allow for county receipt of federal funds.

FACTS AND PROVISIONAL/LEGAL REQUIREMENTS

Assembly Bill 636 (Steinberg), Chapter 678, Statutes of 2001, enacted the Child Welfare Services Outcome and Accountability Act of 2001. This law requires CDSS to establish COAS. The COAS commenced in January 2004, with implementation instructions provided to local child welfare services and probation agencies through issuance of ACL 04-05. The COAS operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement, and public reporting of programs outcomes. Principle components of the COAS include: (1) Outcome and Accountability County Data Reports, which are provided on a quarterly basis by University of California Berkeley's Center for Social Services Research Center; (2) County Peer Quality Case Reviews (the last report was completed in November 2010); (3) County Self-Assessment (which is the current attached report); (4) County System Improvement Plan (which will be completed at the end of June 2011) and, (5) State Technical Assistance and Monitoring.

IMPACT ON CURRENT SERVICES

The CSA guides the development of the SIP, which defines specific action steps to achieve programmatic, operational and process improvements that will ultimately provide improved quality, accessibility, and availability of services for children and families.

CONCLUSION

In order to move forward with the steps necessary to comply with COAS, the attached CSA requires Board approval before its submission to CDSS.

Through the continued implementation of COAS, DCFS, Probation, and our wide array of stakeholders are committed to work collaboratively in an effort to improve services delivery outcomes for the children of Los Angeles County that are at-risk, or are currently residing in out-of-home care.


It is requested that the Executive Officer/Clerk of the Board send one copy of the Adopted Board action to each of the following:

Department of Children and Family Services
Jackie Contreras, Ph.D., Acting Director
425 Shatto Place, Suite 600
Los Angeles, CA 90020

Probation Department
Donald H. Blevins, Chief Probation Officer
9150 East Imperial Highway
Downey, CA 90242

Respectfully submitted,


JACKIE CONTRERAS, Ph.D.
ACTING DIRECTOR

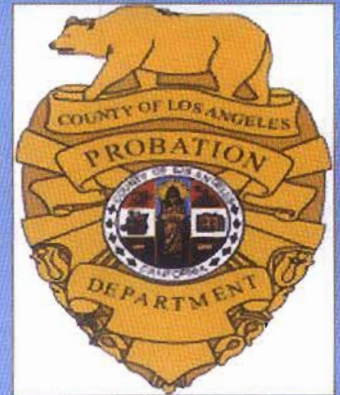

DONALD H. BLEVINS
CHIEF PROBATION OFFICER

Attachment (1)

JC:DB:RS
MHM:TG:lc

c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors

Los Angeles County Self-Assessment Report



2008-2011

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- Attachment I: County Self Assessment membership
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County Self Assessment Cover Sheet



Section I-Introduction

SECTION I: INTRODUCTION

Los Angeles County (County) has one of the largest child welfare systems in the United States. Child welfare encompasses a continuum of services from prevention through aftercare. Specifically, child welfare focuses on children who have been maltreated or are at-risk of maltreatment. The two public agencies with primary responsibility for child welfare services in the County are the Department of Children and Family Services (DCFS) and the Probation Department (Probation). Both DCFS and Probation with our community partners and stakeholders are committed to improving outcomes for children and families in the areas of safety, permanency and well-being. DCFS and Probation staff co-authored this County Self-Assessment (CSA) report, which examines child welfare in the County for calendar years 2008 to 2011.

The Los Angeles County Self-Assessment Report: Background, Purpose and Methodology

Background

The Child Welfare Services Outcome and Accountability Act of 2001, requires the California Department of Social Services (CDSS) to establish the California Outcomes and Accountability System (COAS). Implemented in January 2004, the purpose of COAS is to strengthen the accountability system used in California to monitor and assess the quality of child welfare services. COAS is based upon principles of on-going quality improvement, interagency partnerships, community involvement, and program outcomes. There are five components that make up COAS, which include:

1) Outcome and Accountability County Data Reports:

CDSS issues quarterly data reports which include key safety, permanency and well-being outcomes for each county. The quarterly data tracks state and county performance over time and is used to inform and guide child welfare service assessment and planning.

2) County Peer Quality Case Reviews (PQCR):

The PQCR is the first of three integrated processes guiding system improvement in child welfare service delivery and social work practice. It incorporates qualitative, issue specific information, gathered by outside peer experts. The information is used in illumination of strengths and improvement areas for the county.

3) County Self-Assessment (CSA):

The CSA, which is developed every three years, is a comprehensive review of each county's child welfare services and system. It includes analysis of qualitative and quantitative data. Integrated into the CSA, is a needs

assessment of Child Abuse Prevention, Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) programs.

4) County System Improvement Plan (SIP):

The SIP incorporates data received from the PQCR and the CSA in an operational agreement between the County and State. Strategies towards the improvement of child welfare services are identified in the agreement. The SIP documents a commitment to specific measurable improvements in performance outcomes, within in a defined timeframe. The SIP is updated annually, thus becoming one mechanism through which the County reports on progress towards meeting improvement goals.

5) State Technical Assistance and Monitoring:

COAS is a State-County partnership, with the state providing county consultants responsible for oversight and technical assistance, supporting each component.

Purpose

The report that follows is the third component of the COAS, County Self-Assessment (CSA). The purpose of the CSA is to analyze local programs and systemic factors and to examine their impact on child welfare outcomes. It includes the active participation of the County's prevention network partners, the "County Self-Assessment Membership", in identification of the community need for prevention and community based services. (Attachment I) While public child welfare services delivery is the sole focus of DCFS in Los Angeles County, Probation and DCFS are active partners sharing many of the same Federal, State and County mandated and outcomes for foster youth.

Methodology

The County Self-Assessment includes both quantitative and qualitative analysis. Quantitative data was gathered primarily from the Child Welfare Services/Case Management System (CWS/CMS) as well as other local, county administered data systems. Qualitative data was captured through stakeholder engagements (e.g., meetings, focus groups, and convenings). The CSA reports on general information about Los Angeles County, as well as a more detailed examination of DCFS and Probation as agencies providing child welfare services. While DCFS has a much larger population of children receiving child welfare services in Los Angeles County, Probation and DCFS are active partners in child welfare services, sharing many of the same Federal, State and County mandates and outcomes for foster youth.

Quantitative Data

The primary source of quantitative data for assessing California child welfare outcomes comes from the State Child Welfare Services/Case Management System (CWS/CMS).

The Department of Children and Family Services (DCFS) began using CWS/CMS in 1997. Probation gained limited data entry access to CWS/CMS in October 2010. Additional quantitative data included in this report comes from DCFS and Probation internal performance monitoring systems and Exit Outcomes for Youth data tracking system.

Qualitative

Qualitative data for this report is gathered through the *County Self-Assessment Membership*. The membership creates formal and informal networks of prevention and provision of child welfare services, and the membership includes department staff and public and private agency partners. Specific information gathering opportunities used for this report included:

- Focus groups convened by the DCFS Community Based Support Division in April 2008;
- Advisory bodies, formed in 2009;
- Focus groups convened by the DCFS Office of Strategy Management in early 2010;
- DCFS Bureau convenings, held throughout April, May and into June of 2010;
- Peer Quality Case Review (PQCR), which took place the first week in June 2010; and
- Collaborative planning between Probation, DCFS and community partners, 2008-2011.

Focus Groups (2008):

In April 2008, DCFS Community Based Support Division held 15 focus groups with parents, caregivers, staff, youth, and child care providers (Table 1). The focus groups provided information regarding child welfare service delivery, strengths and challenges of the service contract process, and relationship building opportunities with contracting agencies.

Table 1: Focus Group participants and group affiliations

Group Affiliation	Focus Groups (N=15)
Parents/Caregivers (n=4)	Parents in Partnership representatives; *Adoptive Parents; Kinship Caregivers; American Indian foster/adopt caregivers.
Staff Groups (n=5)	DCFS Community Based Liaisons; **Mental Health Family Preservation Specialist; ***DCFS Children Social Workers; Supervising Social Workers; DCFS Managers (Division Chiefs, DCFS Assistant Regional Administrators, DCFS Adoption Managers)
Youth (n=1)	Transition Aged Youth
Provider Groups (n=5)	Asian/Pacific Islander Agencies; Family Support Agencies; Family Preservation Agencies; CAPIT programs providers; Adoption Agencies.
* Parents, previously involved with DCFS, provide education and support to parents currently engaged with DCFS.	
** DCFS staff who act as liaisons with Community Based Agencies.	
*** Department of Mental Health staff overseeing mental health services in family preservation agencies.	

Focus groups identified strengths, challenges, and opportunities for improvement.

The strengths identified included:

- Youth and family having the necessary skills to navigate the DCFS system; and
- Providers' actively partnering with families from the initial intake throughout the family or child's involvement with the child welfare system.

The challenges identified included:

- Service providers having unrealistic expectation of client change in short timeframes;
- Private and public agency staff lacking linguistic ability and cultural understanding needed to meet the needs of the clients; and
- Agencies not having the capacity to meet the needs of special populations.

The opportunities for improvement included:

- DCFS and service providers developing consistent practice approaches;
- All parties engaging in effective strategies of partnerships and collaboration;
- DCFS and agencies providing cultural and linguistic competency training for staff; and
- Service providers developing mental health service models that guide service delivery.

Advisory Bodies (2009)

In July 2009, DCFS Office of Strategy Management (OSM) was formed to coordinate strategic planning and management for the Department. Two key advisory groups were established for OSM: the Strategy Management Steering Committee (composed of internal managers) and the Core Team (representing internal and external stakeholders). The advisory groups have met regularly over the past 2 years to provide guidance with regard to DCFS strategic planning and the setting of the Department's strategic priorities.

Focus Groups (2010):

From January 2010 to April 2010, DCFS held 92 strategy focus groups. There were 1,392 external partners and DCFS staff who participated in this stakeholder engagement process.

The information gathered helped to identify key themes and promote discussion in five key topic areas for future strategy management.

Topic areas identified included:

- Child and Family Well-being;
- Service Integration;
- Organizational Excellence;
- Community Partnering; and
- Core Practice Model Development

DCFS Bureau Convenings (2010)

From April 2010 to June 2010, Los Angeles County held six DCFS Bureau convenings. There were 563 external partners and 996 DCFS staff who attended the convenings. During the convenings, staff and external partners were asked to affirm and prioritize key themes within each of the above topic areas. Convening participants considered gaps in topic areas, identified strengths and challenges, set DCFS office specific priorities, and initiated outlines for concrete action plans.

Strengths

- Teamwork opportunities; and
- Relationships with external partners.

Challenges

- Teaming: Internal and external partners do not fully understand each others roles and responsibilities; and
- Communication:
 - Limitations in information sharing.

Priorities and action plans

- Focus on improved communication within DCFS and with external partners;
- Enhance and build resource availability and knowledge of resources; and
- Improve collaboration with external partners by establishing clearly defined responsibilities.

Peer Quality Case Review (PQCR):

DCFS and Probation conducted the PQCR in June 2010. The general focus of the PQCR was permanency for Transitional Aged Youth.¹ Delinquency and dependency child welfare staff from nine peer counties were invited to review Los Angeles County's policies and practices related to the focus area. The peer counties were chosen due to their positive performance outcomes related to transitional aged youth.

Participants identified several department strengths as:

- Having implemented best practices for Family Finding, Team Decision Making, Transitional Housing, and Permanency Units; and
- Having committed and passionate staff from both DCFS and Probation.

Samples of challenges included:

- Sharing of case specific information:
 - There are barriers to full sharing of information between workers and agency partners; and
 - Database systems have limitations to full sharing of information.
- Lack of resources: Staff and clients lack up-dated information regarding current services and resources available through different systems; fiscal constraints have put limitations on some resource availability.

Participants made the following recommendations:

- Improve communication between DCFS and Probation, to gain greater understanding of how to fully share case specific information; and
- Enhance integration of services and resources.

Qualitative information gathered from the various stakeholder engagement opportunities, is integrated into the CSA. We recognize that child safety, permanency and well-being outcomes are dependent on the collaborations between families, communities and public and private agencies.

Los Angeles County Demographic Profile

Los Angeles County's resident population is the largest of any county in the Nation. There are 9.8 million (26%) of California's 37.3 million residents residing in Los Angeles

¹ Federal Measure C3.3 "Of all children in foster care during the year who were either discharged to emancipation or turned 18 while still in care, what percentage had been in foster care for three years or longer."

County. (U.S. Census Bureau, 2010). Los Angeles County is home to just over 2.1 million families. There are 2.9 million children from birth through age nineteen in Los Angeles County. This is 27.3% of 10.5 million children in California. The County's population would make it the eighth largest state in the Nation. (Los Angeles County Economic Development Corporation, 2010).

The County is very diverse in its geography, racial, ethnic, and socio-economic make up. The racial population of the County is 48% Hispanic; 29% Caucasian; 13% Asian-Pacific Islander; 8.5% African American; and 2.1% other races. In addition to its urban core, the County includes vast areas of high desert, valleys, mountains and 76 miles of beaches. Within the County, there are 93 school districts, 2,230 schools, 1,214 parks, 235 community libraries, and 68 law enforcement agencies (LA County Directory of Information Services, 2011). There are 88 cities each with their own city council. Unincorporated area municipalities are governed by the Los Angeles County Board of Supervisors (Los Angeles County Chief Executive Office [CEO], 2010).

Employment

The County's labor force is over 7 million strong, including men (54.7%) and women (45.2%) age 16 years and over (U.S. Census Bureau, 2010). The unemployment rate in August 2010 for Los Angeles County was 12.6%. In addition, in July 2010 4.4 million youth were unemployed; this reflects the highest July record date since 1948 (Bureau of Labor Statistics [BLS], 2010). Current unemployment data highlights challenges families and young adults face in the workforce.

Income

Los Angeles County Department of Public Social Services [DPSS] reported in September 2010, that 174,367 families received California Work Opportunities and Responsibility to Kids (CalWorks) benefits. This represents a 19% increase from December 2007, a time period from the last CSA² (DPSS, 2010).

Research has shown that one in five children (20%) live in poverty in Los Angeles County; a slightly higher percentage than the National rate of 18% (U.S. Census Bureau, 2009). Approximately 12% of all families in Los Angeles County live below poverty levels and this percentage more than doubles (26%) for families with a female head of household (U.S. Department of Health and Human Services [USHHS], 2009).

² Last completed CSA covered 2004-2007, current CSA covers 2008-2011

Health

In Los Angeles County 63% of children were reported to be in good or excellent health (California Health Interview Survey, 2007). Of all Los Angeles County children, 93% were reported as covered by health insurance. The California Department of Public Health (CADPH) reported that, of the 139,679 babies born in Los Angeles County in 2009, there were 10,139 (7.3%) babies born with low birth weight. The most recent data related to child immunizations for Los Angeles County indicates that 69% of children ages 19 to 35 months are fully immunized with one of the series of ACIP³ recommended vaccines (County of Los Angeles Department of Public Health [CLADPH], 2010).

According to CLADPH, 14,111 babies were born to females aged 15 to 19 years in Los Angeles County from 2008 to 2009. The birthrate for teens in the County during the same period was 34 out of every 1,000 teens, down from 39 per 1,000 teens in the year 2005. Nationwide, the birthrate for teens has increased 3% to 41.5 per 1,000 teens (Center for Disease Control [CDC], 2009).

A major health related issue affecting residents in Los Angeles County is substance abuse; both alcohol and drugs. According to the CLADPH, over 75,000 individuals received treatment for alcohol abuse or were admitted to publicly funded drug treatment programs in Los Angeles County during 2009-2010. Further, CLADPH reported that in 2009-2010, over 15,000 individuals received treatment for alcohol abuse or dependence and over 60,000 were admitted to publicly funded alcohol treatment programs. According to a 2007-2008 California Healthy Kids Survey, in Los Angeles County, 48% of ninth-graders and 63% of eleventh grade student had consumed alcohol: 28% and 36% respectively within the last 30 days.

Education

Los Angeles County has 93 school districts, 2,039 public schools, and employs 95,217 staff (e.g., teachers, administration and pupil service personnel). There were 1,574,150 students enrolled during the 2009 school year. This enrollment number reflects a drop of 4% from the prior year and is consistent with a continual student decline (California Department of Education [CDE], 2009a). The school nutrition programs in 2009-2010 served a total of 163,502,923 lunches and 72,868,591 breakfasts. Approximately 83% and 90% of the meals respectively, were provided with subsidized funding.

³ The Advisory Committee on Immunization Practices (ACIP) consists of 15 experts in fields associated with immunization, who have been selected by the Secretary of the U. S. Department of Health and Human Services to provide advice and guidance to the Secretary, the Assistant Secretary for Health, and the Centers for Disease Control and Prevention (CDC) on the control of vaccine-preventable diseases.

A key characteristic of County schools is the diversity of the students; they come from a broad background of cultures, languages and customs. There are 92 languages spoken in public schools; 27% of the students are limited English speakers. The average class size for first graders is 19 students. Class size increases to 29 students per class by the sixth grade. The ratio of teacher to student, per the California Department of Education data for 2007-2008, is 1:7 students for Special Education programs and 1:24 students for junior high students and high school students. The high school graduation rate in Los Angeles County for 2008-2009 was 76%, a little lower than the State average of 79% for the same time period.

Department of Education student dropout rates for the County in 2008-2009, show that African American students and American Indian/Alaskan Native students had the highest dropout rate. (Table 4)

Table 2: Los Angeles County dropouts by ethnicity

Student Ethnic Category	Grades 9-12 Enrollment	Grade 9-12 Dropout rate
African American	54,474	30%
American Indian/Alaskan/Native	1,539	27%
Hispanic or Latino of any race	319,822	26%
Pacific Islander	2,589	22%
White	87,002	11%
Filipino	13,091	9%
Asian	45,230	6%
Two or more races	9,409	3%
County Total	533,156	22%

Special Education

The County's special education services are provided through the coordinated efforts of five county Special Education Local Plan Areas (SELPS). The California Department of Education (CDE) reported that 182,572 Los Angeles County students from birth to age 22⁴ are in, special education services. Students receive services in 348 classrooms, distributed among 148 public school campuses (CDE, 2009b).

⁴ Individuals with Disabilities Education Act (IDEA) requires states to provide special education services to eligible students until they either graduate with a regular diploma or exceed the age limit established in IDEA (reaching age 22) or by state law.

Los Angeles County Department of Children and Family Services and Probation Child Welfare Department Participation Rates

DCFS Child Welfare Services Participation Rates⁵

Contact with County child welfare often begins with calls to the Child Protection Hotline. DCFS receives approximately 180,000 hotline calls each year. When a hotline call leads to investigation the call becomes a referral. DCFS referral response numbers for the past three fiscal years include the following (CWS/CMS Datamart, 2009):

- FY 2007-2008-DCFS staff responded to 152,777 children
- FY 2008-2009-DCFS staff responded to 139,523 children
- FY 2009-2010 DCFS staff responded to 140,047 children

Los Angeles County DCFS has one of the largest county caseloads in the Nation, providing services to between 32,000 and 33,000 children and their families in any given month (CWS/CMS Datamart, 2009). Services can be voluntary (no court involvement) or involuntary (court involvement). Both voluntary and involuntary cases include service provisions while the child remains in the care of the parent or while the child is in the home of a foster care provider or other provider. Once services are being provided, the case becomes an "active" DCFS case. Table 5 shows that the number of active cases has dropped since 2007-2008 and the percentage of children receiving services while in the home of their parent/caretaker has increased each of the three years displayed.

Table 3: DCFS Active Cases Fiscal Year 2007-2010

*Active Placement Cases by Service Planning Area (Fiscal Years 2007-2010)													In-Home Cases	DCFS Total Active Cases
+Fiscal Year	SPA									Sub-Total				
	1	2	3	4	5	6	7	8	#Other					
07-08	2,180	2,036	3,660	781	206	4,205	2,609	3,116	3,728	22,521	12,552	35,073		
08-09	1,889	1,936	3,158	715	176	3,580	2,260	2,647	3,673	20,034	12,094	32,128		
09-10	2,100	1,929	2,968	721	217	3,307	2,118	2,438	3,185	18,983	13,763	32,746		
Note:	*The SPA columns include children in out-of-home care, non-foster care and adoptive placement. # Other contains children who were placed out of LA County and whose placement address is invalid. + Data source is CWS/CMS History as of the last month of reporting fiscal year.													
KEY:	Active Case: An open case of substantiated child abuse or neglect. Placement Case: A child removed from the physical custody of parent/caregiver and placed in out-of-home care. In-Home Case: Child welfare services are provided to the child while in the home of parent/caregiver.													

⁵ The data information referenced in Child Welfare Services Participation Rates, utilizes estimated total Los Angeles County child populations from the California Department of Finance.

Table 4 below shows that children, age five and younger represent the highest participation rates in each of the categories listed. As a vulnerable population, their involvement with child welfare services is aligned with the Department's goals of safety, permanency and well-being for children, as well as strategies of early childhood intervention and building parent protective capacity. Due to the high representation of children age five and under, goals and strategies directed towards this segment of DCFS' child population provide an opportunity for impact on outcome measures.

Table 4: Participation number and rate by age and area of child welfare (CY 2009 rate per 1,000)⁶

Age Group	Number and rate of Children with Referrals		Number and rate of Children with Substantiations		Number and rate of Children In-Care		Number and rate of Children In-Care with First Entry	
Under 1	7,621	52.0	2,976	20.3	1,710	11.7	1,687	11.5
0-2	13,406	47.1	3,666	12.9	1,667	5.9	1,459	5.1
3-5	20,362	47.1	4,773	11.0	1,822	4.2	1,480	3.4
6-10	33,820	45.7	7,242	9.8	2,368	3.2	1,805	2.4
11-13	35,053	43.8	7,090	8.9	2,317	2.9	1,578	2.0
14-17	12,929	36.4	2,344	6.6	813	2.3	536	1.5
Total	123,191	44.7	28,091	10.2	10,697	3.9	8,545	3.1

Using Family to Family data, for a point in time, (December 31, 2009) the percentage distribution of child placement in types of out-of-home care is as follows:

- Relative placement 49%
- Foster Family Agency certified homes 36%
- Foster Family homes 7.8%
- Group Home 6.5%

Children/youth in out of home care by age:

- Birth to two years 21.6%
- Three to four years of age 12%
- Five to nine years of age 21.5%
- Ten to thirteen years of age 15.5%
- Fourteen to fifteen years of age 10.1%
- Sixteen to seventeen years of age 12.4%
- Eighteen years of age and older 6.8%

The majority of Group Home placements are made up of youth 16-17 years of age. (Table 5) Relative and Foster Family Homes have a majority of their placements for children from birth to age two, with relatives also caring for a high percentage of children in the 5-9 age group (Family to Family, December 31, 2009).

⁶ Needell et. al CY 2009

Table 5 Children in Foster Care by age/placement type

FC Caseload	FFA Certified Home		Foster Family Home		Group Home		Relative Home		Small Family Home		Other		Total	%
Birth - 2 years	1,246	22.1%	283	23.1%			1,832	23.9%	5	6.7%	5	17.2%	3,371	21.6%
3 - 4 years	664	11.8%	107	8.7%			1,107	14.4%	4	5.3%	1	3.4%	1,883	12.0%
5 - 9 years	1,276	22.7%	197	16.1%	60	5.9%	1,823	23.8%	10	13.3%	2	6.9%	3,368	21.5%
10 - 13 years	828	14.7%	191	15.6%	194	19.2%	1,196	15.6%	16	21.3%			2,425	15.5%
14 - 15 years	552	9.8%	156	12.7%	256	25.3%	601	7.8%	11	14.7%	5	17.2%	1,581	10.1%
16 - 17 years	671	11.9%	176	14.4%	394	39.0%	684	8.9%	12	16.0%	5	17.2%	1,942	12.4%
18 & Older	395	7.0%	115	9.4%	107	10.6%	421	5.5%	17	22.7%	11	37.9%	1,066	6.8%
Total	5,632	100%	1,225	100%	1,011	100%	7,664	100%	75	100%	29	100%	15,636	100%

DCFS Child welfare allegations

During calendar years 2007, 2008, and 2009 DCFS has seen an increase in nearly every category of child abuse; the only exception being substantial risk (Figure 1 and Table 6). Highest increases in the past three years are in allegations of Sexual Abuse (42.2%) and Emotional Abuse (34.5%). The highest percentages of allegations are found in the category of General Neglect, followed by At-Risk/Sibling Abused and Physical Abuse.

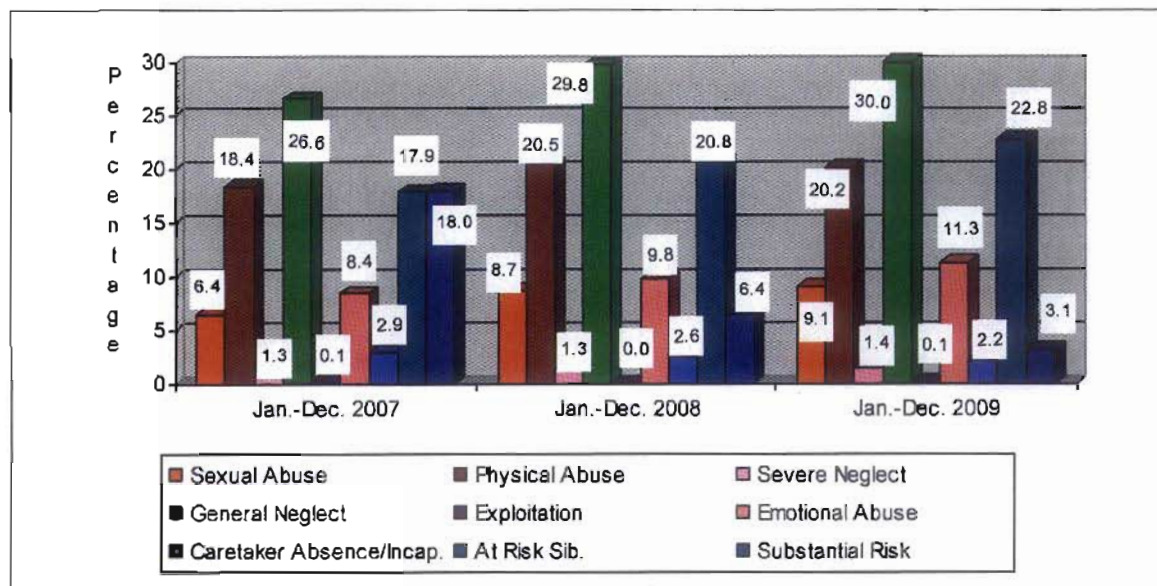
**Figure 1:** Child abuse allegations

Table 6: Child abuse allegations

	Jan.- Dec. 2007	Jan.- Dec. 2008	Jan.- Dec. 2009	Percentage Difference Since the last CSA
Sexual Abuse	6.40%	8.70%	9.10%	42.2%
Physical Abuse	18.40%	20.50%	20.20%	9.8%
Severe Neglect	1.30%	1.30%	1.40%	7.7%
General Neglect	26.60%	29.80%	30.00%	12.8%
Exploitation	0.10%	0.00%	0.10%	0.0%
Emotional Abuse	8.40%	9.80%	11.30%	34.5%
Caretaker Absence/Incap.	2.90%	2.60%	2.20%	-24.1%
At Risk Sib.	17.90%	20.80%	22.80%	27.4%
Substantial Risk	18.00%	6.40%	3.10%	-82.8%

Probation Department Child Welfare Participation Rates

Los Angeles County Probation Department is one of the largest probation departments in the nation serving approximately 21,000 youth and families. The majority of these youth receives services from prevention to permanency and includes transition into adulthood. There are approximately 1,400 youth that receive direct child welfare services related to abuse and neglect, out-of-home placement in Group Homes and relative/non-related extended family members (NREFM) and independent living, including transitional housing and self sufficiency. There are approximately 1,000 youth in out-of-home care, and those youth are serviced primarily by Residential Based Services (RBS).

Residential Based Services statistics for the month of January 2011 show that there were 993 youth in foster care. Of those, 938 were in group home care and 55 were placed in relative/NREFM care. There were 82 youth who were 18 years old in foster care, and 1 youth who was 19 years old. In January 2011, there were 217 foster care referrals ordered by delinquency court into out-of-home care. Of those, 154 were first time entries (placements) and 63 were re-entries (replacements).

Los Angeles County Service Planning Areas

In 1993, the Los Angeles County Board of Supervisors adopted a set of eight geographic regions called Service Planning Areas (SPAs), to provide a geographic framework to support coordinated planning, information sharing, and data analysis at a sub-County level among health and human services agencies serving children and families (Table 7).

The SPA concept was designed by the Children's Council of Los Angeles County (CCLAC) (then the Los Angeles County Children's Planning Council) in conjunction with County departments, service providers, and community leaders to guide collaboration on plans for improving services. The Children's Council also developed regional public and private bodies called SPA Councils, (made up of residents, parents, young people, and service providers), which are designed to develop local action plans and advise County leaders on key issues and policies.

SPA 9, a county-wide catchment area for American Indian/Alaskan Native clients, was established as a non-geographic entity due both to the fact that Los Angeles has the largest population of urban American Indians in the United States (equitably spread across SPAs but unlikely to register as a focus of local efforts due to their relatively small numbers), and recognition that the sovereign status of Tribal governments alters their relationship with child welfare and other local government agencies (CCLAC, 2009).

DCFS and Probation utilize SPA designations to demarcate service areas and organize local child welfare offices into groups that can communicate more effectively with external partners. At this time, DCFS has 19 offices and Probation has 10 offices in the 8 SPAs. While the specific boundaries of local DCFS and Probation offices change in response to changing needs, demographics, and available facilities, the SPA boundaries have remained relatively constant over time.

The value of the SPA boundaries for DCFS is threefold:

1. They do not change as often as the DCFS boundaries demarcating service areas for local offices.
2. They provide geographic "definitions" that are stable and widely recognized among DCFS partner agencies.
3. They facilitate SPA based community collaboration.

By considering SPA specifics (Tables 7 and 8), DCFS and Probation are better able to understand the needs of families in SPA coverage areas.

Table 7: DCFS and Probation Service Planning Areas

SPA	DCFS Offices within the SPA	Child Population (0-18)					
		Population Count	Hispanic	Black	White	Asian/ Pacific Islander	American/ Indian Alaskan Native
SPA 1:							
This SPA represents the largest geographic area of the county SPAs.	Lancaster, Palmdale	110,654	57,813	17,896	31,477	17,896	405
SPA 2:							
This SPA is larger than 14 other states in the nation.	San Fernando Valley, West San Fernando Valley, Santa Clarita Valley	490,200	276,726	18,271	154,353	39,906	944
SPA 3							
This SPA is known for a mixture of wealthier and poorer communities and a large number of Asian immigrants from mainland China, Taiwan and Hong Kong.	El Monte, Glendora, Pasadena Pomona	608,075	346,119	21,233	121,078	118,396	1,249
SPA 4							
This SPA covers the core of the City of Los Angeles; i.e. Downtown and the densely populated surrounding areas.	Metro North	196,622	141,622	6,403	20,326	27,887	384
SPA 5							
This SPA, located on the west side of Los Angeles County covers many of the wealthier parts of the city.	West Los Angeles	164,425	44,277	14,386	85,995	19,525	242
SPA 6							
This SPA covers many of the poorest sections of the City of Los Angeles, the City of Compton and County unincorporated communities.	Compton, Vermont Corridor, Wateridge	388,996	286,453	94,063	5,116	2,794	570
SPA 7							
This SPA is located on the southeastern area of the County. It is known for the large number of smaller cities and mix of new immigrants and established residents.	Belvedere, Santa Fe Springs	396,755	335,564	8,400	30,901	21,042	848
SPA 8							
This SPA includes many of the beach communities as well as the Long Beach Harbor and some of the economically depressed areas inland	South County, Torrance	445,978	228,076	62,465	97,175	59,331	931

Source: Family to Family DCFS report for FY 2009-10

SPA specific breakdowns (Table 8) bring into focus statistics such as teen birth rates in SPA 6 or school and employment needs for older DCFS and Probation child welfare youth. Currently, DCFS uses internal SPA specific data collection through Family to

Family. Both Probation and DCFS benefit from external research partners (e.g., Casey Family Programs, National Resource Center, for location specific information.)

Table 8: Prevention Initiative Demonstration Project (PIDP)⁷ September 2009

SPA	Child Pop.	Child Family Poverty	Child Family Low Income	Education proficient or advanced 3 rd grade reading	Education proficient or advanced 3 rd grade math	Age 18-24 in school or employed	Inadequate child care	Teen Birth rate (Per 1,000)
1	113,970	27%	48%	36%	30%	55%	28%	11.1
2	503,077	17%	35%	38%	59%	87%	34%	5.7
3	638,370	18%	41%	36%	59%	82%	36%	6.8
4	208,560	36%	64%	26%	50%	80%	41%	9.3
5	163,331	9%	19%	47%	64%	100%	31%	2.3
6	398,856	39%	70%	20%	40%	71%	35%	15.8
7	416,207	21%	47%	29%	51%	68%	40%	8.2
8	463,587	22%	43%	36%	59%	76%	40%	7.0

SPA 9 Tribal Service Planning Area

Service Planning Area 9 includes the American Indian/Alaskan Native (AI/AN) populations of the County. Los Angeles County is home to the largest urban American Indian/Alaskan Native population in the United States; however there are no reservations. The County's AI/NA population is 72,828 (U.S. Census, 2010).

In 1989, Los Angeles County Department of Children and Family Services established American Indian Units (AIU) to provide culturally appropriate services consistent with Indian Child Welfare Act (ICWA) to American Indian/Alaskan Native children and families who are members or eligible for membership in a federally recognized tribe. The American Indian Units follow the legal mandates of the Indian Child Welfare Act (Public Law 95-608) while providing child welfare services. DCFS works closely with local American Indian agencies and Tribal governments to ensure that families receive appropriate services. Currently, 151 children and their families are receiving child welfare services from the American Indian Units.

There are two DCFS American Indian Units (AIU). These units are composed of eight Children Social Workers and two Supervising Children Social Workers. Of the 567 Federally recognized Tribes, DCFS AIU caseloads currently include AI/NA children from

⁷ PIDP, focuses on prevention programs. DCFS connects families with Community Based Agencies (CBOs) which provide assessment and comprehensive services to the families in their own community. The goal of the PIDP is to keep children safe from harm.

approximately 40 different Tribal backgrounds. Cherokee and Navajo Tribe children combine to make up 18% of current AIU DCFS caseload.

Tribal Public Agency Characteristics Child Welfare Services

Indian Child Welfare Act

The Indian Child Welfare Act (ICWA) is a federal law that was passed in 1978 to protect and preserve Indian Tribes and their most valuable resource, their children. The purpose of the Indian Child Welfare Act is threefold:

- Protect the best interest of American Indian/Alaskan Native (AI/AN) children;
- Promote the stability and security of AI/AN Tribes and families by the establishment of minimum federal standards for the removal of AI/AN children from their families, and the placement of such children in foster or adoptive homes which will reflect the unique values of AI/AN culture; and
- Provide assistance to American Indian/Alaskan Native tribes in the operation of children and family services programs and to maintain the sovereignty of the tribe.

The Indian Child Welfare Act applies to American Indian/Alaskan Native child custody proceedings when:

- The American Indian/Alaskan Native child may be placed in foster care as a result of removing the child from his or her parent or an AI/AN custodian and the parent or AI/AN custodian cannot have the child returned upon demand;
- The AI/AN child may be adopted and parental rights may be terminated;
- Parental rights have been terminated;
- The AI/AN child may have a legal guardian appointed by the order of the court;
- Pre-adoptive Placement;
- Adoptive Placement; and
- Involuntary child custody proceedings.

Per DCFS policy, inquiry of American Indian/Alaskan Native heritage is done for every family served by DCFS during initial contact with all families. In order to provide active

efforts⁸ to prevent the need for removal of an AI/AN child from an Indian home, the CSW who has initial contact with the family, (Typically an Emergency Response CSW or Emergency Response Command Post CSW), inquires about American Indian/Alaskan Native heritage. CSWs have an affirmative and on-going duty to inquire if a child has American Indian/Alaskan Native heritage. If new information is obtained regarding the child's American Indian/Alaskan Native heritage, the Tribe, the Bureau of Indian Affairs, and the Secretary of Interior must be noticed with the new information. This must be done even if the Court already found that ICWA does not apply.

Probation policy, like DCFS policy, is determined by ICWA mandates and regulations. At the initial removal from the mother and/or father's home, which is detention in Juvenile Hall for probation youth, the Intake Detention Control Deputy conducts the initial inquiry regarding American Indian/Alaskan Native heritage of the youth and all available family members. All responses are recorded in the ICWA section of the Detention report. In court, the inquiry is continued and a finding is made. In each case where the youth claims American Indian/Alaskan Native heritage, the information is passed on to the Investigating Officer, and the ICWA Liaison in Placement Permanency and Quality Assurance (PPQA) is notified. If the Investigating Officer makes a recommendation for Suitable Placement, the ICWA Liaison will provide the JV130 documents to the Investigating Officer and inform of the noticing requirements to the tribes.

If American Indian/Alaskan Native heritage is not revealed at the initial inquiry, all case workers will continue to conduct the inquiry throughout the life of the case and notify the ICWA Liaison anytime the youth reveals American Indian/Alaskan Native heritage. Once the youth is ordered into foster care, the Probation Placement Officer is required to make an inquiry within 30 days of placement and subsequently every 6 months and document the findings on the case plan and reports to court. If the youth and family indicate American Indian/Alaskan Native heritage and the youth is not removed from the home, the Probation Officer will provide relevant information regarding resources and services to the youth and family taking into consideration their needs and availability of culturally appropriate services.

⁸ Active efforts go beyond reasonable efforts; reasonable efforts might be only a referral for services, but active efforts would be to arrange (make appointments for) the services and help families engage in those services by providing transportation

Los Angeles County Public Agency Characteristics

Los Angeles County's mission is: To Enrich Lives through Effective and Caring Services.

Los Angeles County Department of Children and Family Services' (DCFS) mission statement is: To provide quality child welfare services and supports, in partnership with the public, private and community, so that children grow up safe, healthy, educated and with permanent families.

The Los Angeles County Probation Department's mission is: To enhance public safety, ensure victims rights and effecting positive behavioral change with a vision of rebuilding lives and provide for healthier and safer communities.

The County of Los Angeles government structure (Attachment II) positions DCFS and Probation in direct report to the Chief Executive Officer, who in turn reports to the Board of Supervisors.

DCFS and Probation each have their own internal governing leadership teams, varying in size and structure. The DCFS executive team consists of a Director, a Chief Deputy Director, six Deputy Directors, a Medical Director, an Administrative Deputy III and a Senior Deputy Director. (Attachment III) The Probation Department executive team consists of a Chief Probation Officer, a Chief Deputy, three Deputy Chiefs and eight Bureau Chiefs. (Attachment IV)

Department of Children and Family Services Agency Characteristics

The Department of Children and Family Services (DCFS) operates on a budget of \$1.8 billion. DCFS is comprised of 4 Services Bureaus, an Office of Medical Director, a Bureau of Strategic Management, an Executive Office, a Bureau of Finance and Administration and 19 DCFS Offices. Currently, DCFS has a workforce of 7,323 employees including 3,511 Children's Social Workers (CSW) and 410 Supervising Children's Social Workers (SCSW).

Staffing Characteristics

Staff attrition and turnover of social workers in the child welfare field is a National concern. According to the United States General Accounting Office (2003), the estimated staff turnover rates in child welfare organizations in the United States range as high as 23% to 85% per year. A child welfare worker's average length of employment is less than 2 years. This is problematic given it typically takes workers approximately two years to develop the skills and knowledge needed to become seasoned child welfare practitioners.

A California study was conducted on the retention of social workers who work in the public social worker fields, (Kirkner and O'Donnell, 2007). Students, who were enrolled in a Master's level social work program, were given a stipend to pay for their education and in return for the stipend support, students commit upon graduation to work for the agency for a specified time. Of the 201 social workers 74% stayed past their commitment, 20% left at the end of their commitment, and 6% left before fulfilling their commitment. The most common reasons for leaving the social work field were job dissatisfaction, high caseload size; minimum peer support, role conflict and ambiguity, ineffective training practices, and emotional exhaustion.

Since FY 2007-2008, DCFS has seen a trend towards increased staff stability. (Table 9) An attrition rate of under 4% in 2010 demonstrates that DCFS is nearer the current National turnover rate of 3.2% reported for February 2010, (Job Opening and Labor Turnover Survey (JOLTS) US Bureau of Labor Statistics, February 2010). However, DCFS is challenged more by staff transferring between DCFS offices than from attrition. Internal staff movement, leads to some DCFS offices having a higher percentage of inexperienced workers or more frequent worker change on child cases.

Table 9: DCFS staffing attrition

Fiscal Year	Overall Attrition Rates	Highest Month's Rate	Lowest Month's Rate	% from "Personal Reasons"
2007-2008	7.29% (231)	0.98%	0.25%	5.02%
2008-2009	3.76% (120)	0.66%	0.09%	1.57%
2009-2010	4.67% (149)	0.56%	0.16%	2.57%
2010-2011*	3.92% (125)	0.88%	0.30%	2.38%

*from July 2010 to December 2010

Bargaining Unit

Currently, DCFS is operating under a tentative agreement contract with Service Employees International Union (SEIU) Local 721, covering Fiscal Years 2010-11 and 2011-12. The agreement centers on a one year extension of County benefits (retirement contributions at a reduced rate) and a 7.2% increase in County contribution for employee health insurance in pay year 2012.

In addition to benefit discussions, bargaining issues which are aligned with child welfare outcomes are presented and discussed by Union and DCFS Management. Current issues on the bargaining table include:

- 1) Caseload and workload: Reduce to allow more time for CSW, child and family, face-to-face contact, increasing child safety (Table 12).
- 2) Medical Hubs: Improve staffing levels and expand 24 hour Medical Hubs across the County: Currently, there is one 24-hour medical Hub serving children that come in contact with the child welfare system; seven other medical Hubs function on limited staffing and hours across the county.
- 3) Family and Children Index (FCI): Improve information sharing between DCFS and outside agencies. FCI, shares information between various County departments. The effectiveness of FCI has been hampered by the lack of information sharing between the agencies as a result of legal prohibitions
- 4) Standardize practice guide: Provide CSWs with a quick guide of Department practice standards, specifically related to their position or role in case management.
- 5) Equipment supports: Provide CSWs with working office equipment such as fax machines and copy machines as well as adequate number of basic office tools (e.g., pens, writing tablets, clipboards).
- 6) CSW core academy training: Enhance core academy interview training. Offer practice situations that replicate encounters in the field.

- 7) Optimal caseloads: Reach optimal caseload; 15 cases for continuing services⁹ CSW and 12 for an emergency response (ER)¹⁰ CSW.
- 8) Unfunded Mandates: Eliminate new tasks and mandates that are not supported by adequate staffing levels.
- 9) Fear Culture: Improve communication among staff and management, to eliminate high levels of fear of discipline, currently prevalent among CSWs and SCSWs.

Table 10: Overall DCFS Children Service Worker Caseload

Average Caseload for each type of Children Social Worker 2004-2009 (DCFS LA Kids)									
File type / Title	Jan. 2004	Jan. 2005	Jan. 2006	Jan. 2007	Jan. 2008	Jan. 2009	Jan. 2010	YARD¹¹	CAP¹²
DEPENDENCY INVESTIGATOR.	6.05	9.66	7.88	8.03	9.09	8.88	10.03	10	12
EMERGENCY RESPONSE	21.96	22.76	20.21	21.50	22.69	19.28	17.89	27	33
FAMILY MAINTENANCE/ REUNIFICATION	27.68	27.70	29.92	30.27	26.91	26.24	21.08	34	42
GENERIC FM/FR/PP	28.09	28.97	27.71	27.14	27.22	23.51	22.69	31	38
GENERIC FM/FR/PP TRAINEE	21.92	20.79	19.56	22.86	21.88	20.69	19.28	23	29
PERMANENT PLACEMENT	38.12	38.14	37.44	36.75	35.71	34.76	29.50	45	56

Public agencies aligned with DCFS

Resources and Contracts: Collaboration, Funding, Placements

Cities

Los Angeles County has 88 cities (Attachment V) and unofficially 137 unincorporated areas. The County also includes two off-shore islands, Catalina and San Clemente Islands. The City of Los Angeles is the most populous city in Los Angeles County with a 2008 population of over 4 million people. (Table 11)

Cities play an integral part of child welfare service provision since DCFS and Probation utilize city services to supplement contracted resources. Examples of resources

⁹ Continuing services CSW is responsible for case management on cases in which allegations have been substantiated and the case has been transferred from emergency response.

¹⁰ Emergency response CSW, responsible for investigation of referrals.

¹¹ Yardstick measures basic caseload, number used by management to budget employee months each fiscal year.

¹² CAP identifies the maximum number of cases that a CSW can carry.

generated by local cities include Section 8 housing, law enforcement agencies; the largest being Los Angeles Police Department (LAPD). DCFS and Probation youth are involved in intermittent tutoring programs for children provided through city run libraries, parks and recreation programs and youth enrichment programs.

Table 11: Los Angeles County cities

• <u>Los Angeles</u> 4,065,585	• <u>Palmdale</u> 151,346	• <u>Inglewood</u> 118,868
• <u>Long Beach</u> 492,682	• <u>Pasadena</u> 150,185	• <u>Downey</u> 113,469
• <u>Glendale</u> 207,303	• <u>Torrance</u> 149,111	• <u>West Covina</u> 112,648
• <u>Santa Clarita</u> 177,150	• <u>Lancaster</u> 145,074	• <u>Norwalk</u> 109,567
• <u>Pomona</u> 163,408	• <u>El Monte</u> 126,308	• <u>Burbank</u> 108,082

School Districts and Local Education Agencies:

DCFS and Probation have active partnerships with Los Angeles County Office of Education, Foster Youth Services (FYS) and the Los Angeles Unified School District (LAUSD), through Foster Youth Liaisons. FYS are available in all school districts, assisting DCFS with search and receipt of records, and providing direct educational support services to youth. DCFS has an Education Section to assist staff in oversight of educational needs of youth enrolled in the various schools throughout Los Angeles County.

DCFS has collaborative programs in the following school districts: Azusa, El Monte, Hacienda La Puente, Montebello and Pomona. Social workers are placed on campus at selected schools in these districts to provide stronger educational support to DCFS youth attending those schools. Some of the key services are identifying lost credits or units for the youth and helping to get the child on track to graduate. This program has shown success in both areas and has led to more youth identifying and accomplishing the goal of graduating from high school. Anecdotally, improvements in behavior, attendance and grade point average have been observed. On site CSWs are an innovative and creative way to meet the needs of youth and afford them support in graduating from high school and continuing on to a successful and productive life.

Law Enforcement

DCFS has staff co-located in law enforcement settings and has established Law Enforcement Liaisons to help with efforts to investigate child abuse. In the future, DCFS plans to co-locate Children Social Workers 24 hours a day, 7 days a week at law enforcement agencies in neighborhoods with the highest volume of child abuse and neglect referrals. The following is the current list of law enforcement agencies in which staff is co-located:

- Los Angeles Police Department: Harbor, Hollenbeck, Mission, Newton, Police Administration Building (HQ), Rampart, Southeast, Southwest and Wilshire Divisions;
- Los Angeles Sheriff Department: Carson, Century, Compton, Industry, Lancaster, Norwalk, Pico Rivera and Walnut Stations; and
- Independent Police Agencies: Azusa, Baldwin Park, El Monte, Long Beach, Pomona and Whittier Stations.

DCFS also has a specialized team of social workers who assist law enforcement called Multi-Agency Response Team (MART). MART works in collaboration with law enforcement to provide emergency protective services to children identified in homes associated with high levels of illegal gang, firearm and narcotic activity; as well as investigation of other high profile child endangerment cases.

Electronic Suspected Child Abuse Report System (E-SCARS) is a joint project between DCFS, the District Attorney and Los Angeles County Sheriff Department. E-SCARS allows rapid and secure electronic transmission and receipt of Suspected Child Abuse Reports (SCARs) and links DCFS, all county law enforcement agencies, and the District Attorney in a Web-based, electronic cross-reporting system. This system greatly enhances the County's ability to keep children safe by simplifying coordinated communication between DCFS, law enforcement agencies, and the district attorney's office.

Contracted Collaborations

Los Angeles County is dependent on interagency collaboration and resources in order to meet the child safety and well-being needs of children engaged with DCFS. Funding sources are aligned with types of services and often define criteria for services. Under CAPIT/CBCAP/PSSF¹³ funding, private contractors are utilized in the provision of prevention programs (e.g., CAPIT, Alternative Response Services). Under PSSF funding, Family Preservation, Family Support and Time-Limited Family Reunification services are provided, including Family Preservation services for Probation youth.

Professionals and paraprofessionals who provide child welfare services, funded by CAPIT/CBCAP/PSSF are required to have expertise in their field achieved through experience or through college degrees. Adoption Promotion Support Services (APSS) require professional staff have a Bachelor's degree in social work, psychology, marriage and family counseling, or related field, while APSS therapists have a masters degree in social work, marriage and family counseling, or closely related field, with a minimum of two years adoption experience. Supervising therapists need to be a Clinical

¹³ Child Abuse Prevention, Intervention, and Treatment/ Community-Based Child Abuse Prevention Program/ Promoting Safe and Stable Families

Psychologist, Licensed Clinical Social Worker (LCSW), or Licensed Marriage and Family Therapist (MFT) with a minimum of five years adoption experience.

Funding agencies, agency leadership, family and youth served by programs as well as others, look to program analysis for determination of whether or not needs are being met and in an effective manner. Although direct correlation to performance outcomes is not possible, there is evidence of benefits derived from current CAPIT/CBCAP/PSSF funded programs.

CAPIT/CBCAP/PSSF services such as family counseling, personal counseling and parenting programs impact the county's performance by providing early intervention programs that reduces county program costs and increase performance. For example, 6,738 families received PSSF-Family Support services during 2009-2010; 98% percent of these families did not have a recurrence of substantiated abuse and/or neglect. Further, after services had stopped for these families, 97.63% of children in these families did not have a recurrence of substantiated abuse and/or neglect; within 12 months after receiving services. These programs increased family stability and permanency, kept children in the least restrictive environment, and reduced referral rates.

The PSSF Time-Limited Family Reunification services, Drug and Alcohol prevention treatment services saw 820 adults in 2009-2010, to decrease the time a child remained in placement and reunification for families within 15 months for families. PSSF Adoption Promotion and Support Services provided 636 families with expedited adoption process and support, this increased permanence and stability for families. The CAPIT program saw 3,675 families in 2009-2010, providing counseling and parent education services; these services impact the county's performance by also reducing referrals to the department, increasing family stability and keeping children in the least restrictive environment.

Alternative Response Services (ARS) are provided to families with inconclusive finding of child abuse/neglect, but who remain at-risk and are in need of preventative services. ARS is designed to provide family with Family Preservation (FP) services, which focus on the needs and function of the family unit. Parents actively participate in their case plan via a case conference to determine what services are needed to assist family functioning. Services are delivered in a comprehensive, coordinated manner that allows for restructuring based on the client's needs. Parents have an integral part in the implementation of services as this program promotes open communication between the families and their service providers so services can be tailored as needed. During 2009-2010, 1729 families received ARS services; 96.3% percent of these families did not have a recurrence of substantiated abuse and/or neglect while receiving ARS services. Further, after services had stopped for these families, 93% of children in these families did not have a recurrence of substantiated abuse and/or neglect; within 12 months after receiving services.

Family Preservation Services (FP) are provided to families with neglected or abused children in the DCFS and Probation systems. Specifically to families who are at imminent risk of out of home placement or families that, if FP services are provided, may be safely returned sooner as ordered by the court. In 2009-2010 a total of 5,911 families received Family Preservation Services. Of those who received services, 94.8% did not have a recurrence of a substantiated referral of abuse and/or neglect while receiving Family Preservation services and 92.9% did not have a recurrence of substantiated abuse and/or neglect within 12 months after receiving FP services.

Adoption Promotion and Support Services were provided to total of 1531 individuals in 2009-2010, for children in DCFS care and their prospective and adoptive parents (APSS Annual Report, 2010). These families received pre-adoptive services, post-adoptive services, activities to expedite adoption and activities to support adoption. A total of 2141 adoptions were finalized in 2009-2010.

The above services were provided to families in order to impact the county's performance by reducing referrals, stabilizing families and allowing the County to focus on the most severe and complicated cases. Services also are provided to, reduce the time children are in placement and move them toward permanency as soon as possible.

Grants

In Los Angeles County, public and private sectors collaborate on child welfare services through a variety of grants. Currently, DCFS is working in collaboration with internal and external partners on approximately nine grants. The timeframes focus populations, and objectives of the grants vary and are discussed in detail in the Quality Assurance Section of this report (page 122). To summarize, four (4) grants focus on outcomes related to child permanence and five (5) grants have a focus on outcomes related to child well-being. The department's engagement in grants provides increased fiscal resources, staffing resources and service resources for children and families.

Placements

Child welfare services include emergency, short term and long term placement opportunities for children. Contracted agencies are utilized for meeting placement needs. Emergency Shelter Care (ESC) is a County contracted program with nine defined providers. ESC provides temporary placements for children taken into protective custody by DCFS Emergency Response Command Post (ERCP) or the case management CSW. Emergency Shelter Care includes group homes or licensed foster homes. DCFS is not a licensing agency; foster homes are approved and issued licenses by the State of California's Community Care Licensing (CCL) Division. Licensed homes provide both short term and long term placements. Permanent placements in the form of adoption are coordinated for DCFS and Probation through DCFS' Adoption Division. DCFS utilizes CSWs with a Masters in Social Work (MSW) to

complete adoptive homestudies and recruit adoptive homes parents. Section IV of this report contains comprehensive information related to licensing and recruitment.

Probation Department Agency Characteristics

As a criminal justice agency, the Los Angeles County Probation Department has expanded to become the largest probation department in the world. Its mission is to enhance public safety, ensure victims rights and effect positive behavioral change with a vision of rebuilding lives and providing for healthier and safer communities, while providing support, interventions and services to improve the lives of youth and their families. Currently funded by an annual budget of approximately \$716 million, Probation provides an extensive range of services through the efforts of over 6,200 employees deployed in more than 50 locations throughout the county.

These employees supervise and provide services to approximately 21,000 probation youth. These youth are served by a variety of bureaus such as:

- Detention Services (Juvenile Hall)
- Residential Treatment Services (Camps)
- Juvenile Field Services (Juvenile Supervision, which includes Dual Status Supervision)
- Juvenile Special Services (Camp to Community Transition Program, Special Enforcement Operations, Intensive Gang Supervision Program, Community Detention Program, School-Based Supervision)
- Placement Services (Residential Based Services, spell out PAS,PCTS, YDS, and PPQA)

These services are provided to rebuild lives, provide for healthier and safer communities and effect positive change.

In August 1993, the Probation Department completed an initial study of its youthful offenders and found that 16% of youth with "first time ever" petition requests accounted for 67% of the subsequent petition requests providing a rough estimate of recidivism. This on-going study is laying the groundwork for a new direction in delinquency prevention involving a multi-agency; multi-disciplinary approach aimed at early identification and intervention of this chronic offenders group. Based on renowned literature, *Blueprints for Violence Prevention* by S. Mihalic, K. Irwin, D. Elliott, A. Fagan, and D. Hansen, (Washington, DC: U.S. Department of Justice, 2001); *Motivational Interviewing: Preparing people for change* by W. Miller and S. Rollnick, (New York, NY: Guilford Press, 2002); *Lighting the fire of urgency: Families lost and found in America's child welfare system* by Kevin Campbell, (2005), the best scientific and proven

strategies for reducing recidivism are ensuring that youth have a permanent, stable and loving homes as well as strength-based, evidenced-based and consistent services in home or in the community. One of the core values of the Department supporting this is "Evidence-based practices and policies as a way of assuring that our best efforts are leading to desired outcomes".

There are over 400 Deputy Probation Officers (DPOs) and over 60 Supervising Deputy Probation Officers (SDPOs) in Community-Based Supervision, Juvenile Justice Crime Prevention Act Programs (e.g. School-Based Supervision), Intensive Gang Supervision and Camp Community Transition providing services to probation youth residing in their homes who are at imminent risk of being placed in the foster care system. Of the total population of probation youth in the community, approximately 76% of them are determined to be at imminent risk based on several factors including the Los Angeles Risk and Resiliency Checklist (LARRC) score and recent out of home placement. These families are receiving family maintenance services in order to reduce the risk of the youth reentering the system.

There are 70 Probation Officers and 7 Supervising Probation Officers in Residential Based Services (RBS) currently providing supervision services and linkage to specialized services for approximately 1300-1350 probation foster youth who are placed in out-of-home care. There are approximately 88 DPOs and 9 SDPOs in Perspective Authorization Utilization Review (PAUR) Unit, Out of Home Screening, Wrap Around, Healthy Returns Initiative, Placement Permanency & Quality Assurance (PPQA), Youth Development Services (YDS), Placement Administrative Services (PAS) and Placement to Community Transition Services (PCTS) providing specialized services such as upfront cross-system assessments, placement referrals, mental health and out-of-state placement screening, case preparation for eligibility determination, safety checks/investigations, family finding and permanency planning, in-home treatment services, evidence based practices and therapy, housing and financial assistance.

There are also 17 probation camps providing residential treatment services, including Dorothy Kirby Center, a closed placement offering intensive mental health services, located throughout Los Angeles County, and many of those youth are at risk of entering foster care once they have completed their camp program. As of January 2011, there are 1,059 Probation Department employees staffing the Residential Treatment Service Bureau.

The Probation Department has 18 offices throughout Los Angeles County that are located in the various SPAs. There are 7 offices that include Placement Units that specifically service probation foster youth: East Los Angeles (SPA 7), Centinela (SPA 6), Crenshaw (SPA 6), San Gabriel Valley (SPA 3), South Central (SPA 6) and Van Nuys (SPA 2) and Van Nuys On-Site (services multiple SPAs). The Van Nuys On-Site supervises 10 Deputy Probation Officers that are specifically assigned to specific group home facilities and supervise those youth on-grounds.

Staffing Characteristics

The Probation Department's overall staff turnover ratio for the calendar year 2010 was 4.6%. The Placement Bureau does not keep individual staff turnover data, but it is safe to say that the turnover for Placement has slowed tremendously due to the current economic environment. The Department has been under a freeze for hiring or promotions, so there is a lack of movement due to budgetary constraints and shrinking of the entire department.

In the past Placement staff turnover rose every 2-2 ½ years due to staff moving on for promotions, better career opportunities or job dissatisfaction. Currently, the average staff has been in Placement over 2 ½ years. It is believed that, in spite of the budget issues, the lowering of caseloads from 90 to 30 has a direct correlation to placement staff stability as well as an overall sense of job satisfaction. During numerous trainings throughout the year, Placement staff consistently report that "they love what they do", and the PQCR interviews and findings corroborate this.

Earlier in the year, the entire Probation department lost approximately 25-30 vacancies and approximately 6 of those items were from the Placement Bureau. 2 were Supervising DPO items and 4 were DPO items. The Department of Justice is currently providing intensive monitoring of Probation camps. In order to comply with staffing ratios, these vacancies were provided to residential treatment for program enhancement and DOJ compliance. This has created challenges to Placement staff in that more is now required with less resources. However, the stability of the placement employees and the vast knowledge and experience base they have has kept the Placement Bureau stable.

Probation Private Contractors

Los Angeles County Probation utilizes various contracted vendors to provide many services to the youth and families served. The Department has a County-Wide Delinquency Prevention Program, and the following programs have been contracted with to provide services to those youth on probation or youth at risk of being placed on probation:

- African American Male Achievers (AMAN)
- Asian Youth Center
- Boy Scouts Of America
- Boys & Girls Clubs Of San Pedro/San Gabriel Valley
- Boy's Republic
- CA Family Counseling Center
- Centinela Youth Services/Hawthorne
- Child & Family Center
- City of Torrance Police Department

- Belvedere Park Fishing Club
- D'Veal Family & Youth Services
- El Centro Del Pueblo
- El Nido Family Centers
- Families in New Directions/Crenshaw
- Friends Outside in L.A. County
- Gemstone Foundation
- Helpline Youth Counseling
- IX Winds Ranch Foundation
- Jade Family Services
- Koreatown Youth & Community Center
- L.A. Gay & Lesbian Community Services
- Los Angeles Youth Network
- Neighborhood Youth Association
- New Roads School
- Office of Samoan Affairs
- Church Our Savior Center
- Pacific Clinics/Asian Pacific Family Center
- People Who Care Youth Center
- Project Impact
- Richstone Family Center
- J Tech/Southern California Falcon
- Soledad Enrichment
- South Bay's Children's Health Center
- Spiritt Family Services
- Sugar Ray Robinson Youth Foundation
- Traveler's Aid Society of L.A.
- Truevine Community
- United Community Action Network
- United Peace Officers Against Crime
- Watts/Willowbrook Boys & Girls
- Alhambra Youth Boxing Club
- Wings of Refuge

Probation is working under the County-wide Gang Reduction Initiative to provide youth with gang interventions and other options for involvement instead of delinquent and gang-related behavior. The focus of this initiative is on prevention, high-risk/re-entry and suppression efforts. The Contractor provides support and facilitates Probation's programs for gang-involved youth. Working cooperatively and collaboratively with Probation, the Contractor provides community-based parent/family support, community-based youth support and community mobilization services to a targeted population of gang-involved youth ages 14-18 and their families in specific geographical areas known as Clusters. The following programs are vendors who contract with Probation to provide such services to youth and their families:

- Asian American Drug Abuse Program (AADAP)
- Asian Youth Center (AYC)
- Aviva Family & Children's Services
- Boys & Girls Club/Foothills-Monrovia/San Fernando Valley/Venice
- Centinela Youth Services/Hawthorne
- Helpline Youth Counseling., Inc
- Inter-Agency Drug Abuse Recovery Program (I-ADARP)
- Mentoring & Partnerships for Youth Development
- New Directions for Youth
- North Valley Caring Services
- Pacific Clinics/Asian Pacific Family Center
- Project Youth
- San Gabriel Valley Cons Corp Project LEADS
- Search to Involve Philipino Americans (SIPA)
- Sheriff Department/YAL Program/Pamela Park
- Soledad Enrichment Action, Inc.
- The Unusual Suspects Theatre Company
- United Community Action Network
- United Peace Officers Against Crime
- Venice Community Housing Corporation

The Probation Department's emphasis for youth employment is a strong component to reducing recidivism. The contractors provide employment services for probation youths between the ages of 17-18 in specific geographical areas known as Clusters. In some instances, Probation may refer 16 year-old youth. The services are intended to increase job readiness and job placement/retention with an aim toward increased youth employment that can lead to successful career paths. Successful delivery of employment services will expose a participant to pro-social activities, pro-social individuals, and proper workplace behavior. The following agencies contract with Probation to provide employment services.

- Soledad Enrichment Action, Inc. (SEA)
- San Gabriel Valley Conservation Corps (SGVCC)
- South Bay Workforce Investment Board/Hawthorne
- Goodwill Industries of Southern California
- Communities In Schools of San Fernando Valley, Inc. (CIS)
- Special Service for Groups (SSG)

In an effort to maintain youth in their community with their families, when at all possible, the Probation Department utilizes gender specific home-based services and community-based services to build and strengthen family dynamics. The Contractor provides support and facilitates Probation's case plan and outcome objectives of the Gender Specific Program in the community. The Contractor provides gender specific, intensive family-centered, community-based services for a period of six (6) to eight (8) sessions to a targeted population of at-risk and probation female youth ages 12-18, and four (4)

to six (6) sessions for the family component within the clusters. In addition to the sessions with the youth and their parent, there will be a minimum of one family/youth bonding outing or activity requirement for the home-based service programs. The services are intended to avert an on-going escalation of criminal and delinquent behavior and to promote school success and healthy social development. Successful delivery of the parent support services effectively strengthens the family unit, while fostering positive parenting practices, promoting responsible youth behavior, and decreasing delinquent activities and recidivism. The services are provided at the direction of Probation in the community where the participant resides based on Probation's needs. Therefore, the following agencies provide home-based gender specific services to females:

- Asian Youth Center (AYC) (Home and Community-Based)
- Inter-Agency Drug Abuse Recovery Programs (I-ADARP, Inc.) (Home and Community-Based)
- Dubnoff Center for Child Development and Educational Therapy (Home-Based)
- Star View Children and Family Services (Home-Based)
- Jewish Vocational Service (Community-Based)
- Helpline Youth Counseling, Inc. (Community-Based)
- Soledad Enrichment Action, Inc. (SEA) (Community-Based)

As already stated above, Probation contracts with home-based services in effort to maintain youth in their homes and community. The Contractor provides support and facilitates Probation's case plan and outcome objectives of the High Risk/High Needs (HR/HN) Program. The Contractor will provide intensive family-centered, home-based services to a targeted population of high risk/high needs youth ages 14-18, and their families in specific geographical areas known as Clusters. The services will be provided at the participant's home for a period of six (6) to eight (8) weeks for the parent support services and an additional six (6) to eight (8) weeks for the youth support services component. Strategies for intervention include in-home family support services and social learning through a mentoring approach. The services are intended to avert an on-going escalation of criminal and delinquent behavior and to promote school success. Successful delivery of the home-based family support services effectively strengthens the family unit, while fostering parenting practices, promoting responsible youth behavior, and decreasing delinquent activities and recidivism. The following agencies provide home-based specific services to both males and females:

- Asian Youth Center (AYC)
- Aviva Family and Children's Services
- Inter-Agency Drug Abuse Recovery Programs (I-ADARP, Inc.)
- Soledad Enrichment Action, Inc. (SEA)
- Southern California Alcohol and Drug Programs, Inc. (SCADP)
- Tarzana Treatment Centers, Inc. (TTC)

Probation utilizes a reading and writing skills program for youth at risk or already on probation. This program is designed to 1) improve students' Scope performance by improving their reading and writing skills; 2) teach students to communicate through writing and speaking, rather than through violent behavior; 3) use the writing as a means of prevention and 4) improve interpersonal skills. The following agency has been contracted with to serve these youth:

- InsideOUT Writers, Inc.

Probation utilizes one drug residential treatment program that accepts youth residing in the community and youth removed from the community and placed by the court. The Contractor provides in-patient and out-patient treatment related to substance abuse. The following vendor had contracted with the Probation Department to provide these services:

- Phoenix House of Los Angeles

Worker Caseload Size by Service Program

Regarding Worker Caseload Size, the defined yardstick is an average of 150 cases for Juvenile Supervision caseloads and an average of 50 cases for Placement. Additionally, any specialized caseloads for Juvenile Supervision (Gang, school based, Dual Supervision, etc.) would have "target" caseload sizes.

Bargaining Unit Issues

The Probation Department employees may be members of several different bargaining units or union organizations such as Local 685 for Deputy Probation Officers, Local 721 for Supervisors and Clerical Staff and Local 36 for Managers.

Placement Officers who wish to flex their schedules and work after hours and weekends may do so and the union is supportive. This type of work schedule is conducive to families who work and who visit their children on the weekends. This also improves outcomes in that the Placement Officer can visit the youth, parent and care provider together maximizing their time and enriching the case planning experience and effectiveness. Sometimes union processes can be a barrier to timely fulfillment of state and federal mandates since changing a Probation Officer's work conditions or duties require a "meet and confer" conference. However, many times it is a beneficial process ensuring that all parties understand the role and responsibility leading to better work performance Financial Material Resources

Most recently, a decision was made to enhance probation placement services by utilizing the evidence-based practice, Functional Family Probation (FFP), as a placement practice model. The Placement RBS manager met with the Union to discuss how this practice would change the traditional role of the Placement Officer for those selected, since FFP takes places in the youth's home as opposed to in the Group

Home. The Union was agreeable to the change as long as the selection process was based on seniority leading to enhanced and improved services for foster youth and their families.

Financial Material Resources

The reality for the Probation Department fiscally are that shortfalls in funding for Detention Camps and Juvenile Hall have impacted other programs, which have had to maintain or cut vacancies in order to generate savings and help offset Camp/Hall shortfalls.

Probation has over \$700 million in funding. Approximately 60% comes from the general fund and the remainder consists of fees for services, State and federal revenue.

Legislative changes approximately 2 years ago tied the State revenue to vehicle license fees (VLF) and the downturn in the economy meant a significant reduction in State revenue to the Department. VLF revenue primarily funds the programs in Camps and Juvenile Halls; however, the impact is department wide as attempts are made to maintain services with diminishing resources. The result is that all programs have had to maintain vacant positions to generate savings for VLF shortfalls and some programs have lost positions to reduce costs.

These funding cuts and lack of financial resources have created challenges for serving our youth and their families. The Department immediately set efficiency measures and goals for each operation to meet in order to generate savings and save resources. In the next fiscal year budget, the Department is developing a series of consolidations and efficiencies that will downsize the cost of current operations in Camps while maintaining current service levels and streamlining Juvenile Hall operations while continuing to meet mandated service levels.

This economic crisis has also affected our Group Home Providers in spite of the fact that they received a significant increase in assistance payments. The number of youth available for placement has decreased significantly. The current Group Home population is 938, which has significantly decreased by over 60% in the past three years. Currently, the average number of youth waiting in Juvenile Hall for placement is 63. Of those 63 youth, approximately half have a pre-determined placement order to go out of state or to a Level 14 facility. The remaining half, approximately 31.5, is waiting to be placed. However, there are more vacancies in group homes than youth to place, and an average of 6 are females. This further limits the pool since the majority of group home facilities are gender specific to males.

Probation Political jurisdictions

Tribes: Included in the SPA 9 portion of this report (Page 17).

School Districts/Local Education Agencies: Included in the education portion of this report (Page 8).

Law Enforcement Agencies

Probation has a strong relationship with local law enforcement in that there is partnership in many aspects as our work crosses over and compliments each other. The Probation department participates on regular committees with law enforcement, and there are specialized short-term work groups formulated to address specific issues in one city, SPA or county. Most recently, PPQA Group Home Monitoring Administrators met with Pasadena Police, Pomona and Long Beach Police regarding the numerous reporting of runaway youth from the Group Homes in their service area. After many meetings, there was a better understanding of the requirement and legal implications to report all runaways; however, the police departments requested a better tracking and communication directly to their dispatch as soon as youth are apprehended in order to limit wasted hours on their manpower. As the issue of runaway youth is a complicated one, enhanced communication will have a positive impact in decreasing the length of time these runaway youth are at risk on the streets.

Additionally, Probation's Special Enforcement Operation (SEO) collaborates with all Federal, State, and local law enforcement agencies to apprehend and safely return youth who have absconded from active probation supervision back under the custodial and care of the probation department. Some of the collaborating agencies are as follows:

- Los Angeles Police Department (**LAPD**)
- Los Angeles County Sheriff Department (**LASD**)
- Los Angeles Interagency Metropolitan Police Apprehension (**LA IMPACT**)
- Alcohol Tobacco Firearm & Explosives (**ATF**)
- Drug Enforcement Administration (**DEA**)
- Federal Bureau of Investigation (**FBI**)

SEO units actively seek youth who are runaways from placement or home or who have absconded from probation and are at great risk in the community. They have routine meetings and participate in various activities with all branches of law enforcement. SEO has received enhanced training in surveillance, Analytical Interviewing, Computer/Cell Phone Acquisition, Investigation techniques, weapons, search and seizure, etc. directly from law enforcement. SEO has in turn shared their expertise and provided general safety training to both field and placement DPOS.

Other Special Enforcement Operation Accomplishments

Developed Computer Forensic/Crimes Division: Implemented division for investigation of a variety of computer related crimes and/or offenses committed by probationers. Division investigates vehicle theft rings, embezzlement, software counterfeiting identification/financial fraud, illegal gambling, child pornography, narcotics trafficking, internet investigations, homicides, gang affiliations.

Developed Regional Intelligence Gathering System: Implemented system to provide intelligence reports to the Probation Administration and Line staff regarding gang activity within the community and the probation operated institutions.

Evidence Based Practices: Implemented evidence based by reducing Juvenile and Adult detentions through strict administrative oversight and targeting of high risk and violent offenders.

Reduction in the Number of Minor AWOL from Placement: Implemented placement AWOL tracking system alerting parents, police and SEO Deputies when a minor leaves placement without permission. Daily operations conducted to apprehend and reduce the number of placement AWOL's.

Reduction in the Number of Warrants in the "County-wide Gang Violence Reduction Initiative" target areas: Daily operations conducted to apprehend and reduce the number of warrants in the regions targeted by the County-wide Gang Violence Reduction Initiative.

Emergency Readiness Training: All SEO staff completed emergency response team and incident command center training certified by both the State of California and the Federal Government.

Field Officer Safety Training: Conducted Field Officer Training Services for specialized units within the Probation Department

Camp Escapee: Apprehended Camp Escapees within 72 hours.

SEO's current initiatives include the following:

Canine Division: Submitted proposal for the creation of a canine pilot unit that will save the Los Angeles County Probation Department approximately \$64,474.00 by potentially eliminating the contract with Interquest Detection Canine Services. Conduct weekly interdictions in and around probation department's facilities to gather intelligence and reduce contraband.

Reduction in the Number of Minors in warrant status from Placement: Continued reduction in the number of Placement Warrants through the Placement AWOL tracking system and on-going Placement AWOL Operations.

Secured Emergency Communication Radios: Obtained 75 radios with accessories with no additional cost for Dispatch Services.

Reduction in the Number of Warrants: Continue to reduce the number of outstanding warrants in the County-wide Gang Violence Reduction Initiative target area with on going Bench Warrant Operations in the target areas.

Policy Review and modification: Review of current policy to ensure Department standards and Evidence Based Practices are being met by the Specialized Enforcement Operations unit. In addition, all Manuals were reviewed possible consolidation and elimination of redundant material.

Pre-Operation Checklist: Developed pre-operation check list to ensure all required system are reviewed prior to all multi-agency operations and field compliance checks

Expanded Collaboration: Increased intelligence and resource sharing with Federal, State and Local Law Enforcement agencies.

Increased Asset Forfeiture Potential: increased potential asset forfeiture collections through expanded participation with Local, State and Federal Law Enforcement gang and narcotic investigations and on going asset forfeiture training.

Lastly, a new alliance with law enforcement and other stakeholders developed in June 2010. The Commercially Sexually Exploited Children/Human Trafficking (CSEC) Committee is made up of Probation, DCFS, Bench Officers, ICAN, FBI Innocence Lost Project, the District Attorney's Office, and representatives from various local law enforcement agencies. The goal is to develop effective partnership collaboration and diversion process, including rehabilitative services for sexually exploited DCFS and Probation youth in Los Angeles County. Probation plays an integral role in the development of a comprehensive multidisciplinary program that will address the housing and rehabilitation of probation youth engaged in prostitution and solicitation.

This committee has been meeting with a consultant from Alameda County (Julie Posadas Guzman) to discuss the development of an effective and innovative program in Los Angeles County. The committee is currently preparing to apply for the newly released RFQ for Title II Formula Block Grant sponsored by the Correction Standard Authority (CSA). The grant award is for \$350,000, which could be used to fund the program for CSEC within Los Angeles County Probation, and would be a partnership between the Los Angeles County Delinquency Court and Probation. A recent data pull on probation youth to identify those who have been arrested for prostitution, loitering, etc. indicated approximately 170 youth that fit this target population. It is imperative that L.A. County Probation, as a leader in the juvenile justice system, be actively involved in the development and planning of programs for sexually exploited minors helping them to resume a healthy and normal life.

Public Agencies Aligned with Probation Providing Child Welfare Services

County Operated Shelters

Probation currently utilizes an alternative to detention as emergency shelter care. These homes are called Status Offender Detention Alternative/Placement Alternative Detention (SODA/PAD) Program, which are 4 homes utilized to house youth who cannot be detained in Juvenile Hall due to the fact that they have no confinement time. This program has been ongoing for the past 25 years with the same care providers, and there has been a recent need to look at the longevity of the current structure of the SODA/PAD. There are current efforts to work with DCFS and CCL in investigating and exploring options for Emergency Shelter Care Services for Probation youth. This effort will be further detailed in the System Improvement Plan (SIP).

California Department of Social Services (CDSS), Community Care Licensing (CCL) County Licensing

At the current time, Los Angeles County does not license foster family homes. Licensing of Foster Family Homes is completed by CDSS and CCL. Los Angeles County Probation utilizes CCL as its licensing agency for Group Homes and SODA/PADs. CCL initially licenses all homes and conducts regular reviews and site visits to ensure compliance with all licensing regulations, requiring Corrective Action Plans and updating of program statements when required. In addition to this, DCFS Contracts is the holder of the group home contracts for Probation. This section, along with Probation's PPQA Supervisor, reviews all contracts for Group Homes to ensure that all elements are met prior to approving. PPQA's Group Home Monitoring Unit conducts regular reviews to ensure that Group Home is in compliance with all elements of the contract and their program statement. Whenever an area of deficiency or non-compliance is revealed, the agency is required to make the corrections and update their Program Statement as necessary.

County Adoptions

The Department of Children and Family Services is Probation's adoption agency conducting all home studies for prospective adoptive parents of Probation youth. DCFS has conducted or began the process of 4 home studies for Probation youth, 2 of which led to successful adoptions.



Section II-Peer Quality Case Review

Section II: Peer Quality Case Review (PQCR) Summary

The Peer Quality Case Review (PQCR) process provides opportunities for examining county child welfare system through a focused area of social work practice. The PQCR gathers qualitative data through the experiences and expertise of peer county child welfare, probation staff and community stakeholders. Interviews and focus group sessions provided information on the strengths and areas needing improvement of county child welfare and probation child welfare, service delivery and practices.

From June 7-11, 2010, Los Angeles County Department of Children and Family Services (DCFS) and Probation Department (Probation) in collaboration with California Department of Social Services (CDSS), conducted its PQCR, where dependency and delinquency child welfare representatives from nine peer counties across the state, participated in looking at policies and practice regarding the chosen topic area. The topic area chosen for the PQCR was permanency for Transitional Aged Youth defined as: "Of all children in foster care during the year who were either discharged to emancipation or turned 18 while in care, what percentage had been in foster care for three years or longer." Fifty cases, 36 from DCFS and 14 from Probation, were reviewed throughout the process. Fifty individual staff interviews were conducted and 16 focus group sessions were completed as part of the PQCR process.

Findings

Practice Strengths

Information gathered throughout the PQCR process identified some supports and practices, which have helped youth, find permanency; one of which is Family Finding. Family Finding consists of specialized work in the area of identifying important people in a youth's life, making a connection, and exploring a permanent, committed relationship. Another is Team Decision Making (TDM) meetings. TDMs occur in both DCFS and Probation child welfare systems. The PQCR participants found that mentoring is also a good support for transitional aged youth.

Throughout PQCR interviews and within focus group sessions, the commitment of passion and creativity of DCFS and Probation staff was highlighted as a plus in supporting youth and effectively matching services to their needs. It was noted that staff worked with the youth to coordinate Transitional Housing and Wraparound services, both of which were identified as positive practice resources. DCFS Youth Permanency (YP) units and Probation Permanency units were included in noted positive practices. The permanency units are comprised of children social workers who have a reduced caseload and specialize in family finding and engagement strategies. Focus for the units are placed on older foster youth with limited or no family connections, who also have identified behavioral, substance, or mental health concerns. Probation's On-Site Program with Group Homes was seen as an effective and

promising practice. The On-Site Deputy Probation Officer is stationed at the Group Home and their caseload is comprised of the youth residing at the home.

Practice Challenges

The PQCR identified challenges for transitional age youth, in the areas of housing, employment, and education. Basic needs were highlighted as a challenge as well as finding adoptive and guardianship placements for the youth. Furthermore, it was noted that a lack of documentation and communication between parties in the case and across systems, led to a reduced understanding by DCFS and Probation staff of DCFS and Probation staff of where the youth was in the permanency continuum as well as services and resources available to support the youth. It was also noted that the concept of concurrent planning was unclear or misunderstood, which may directly impact timeliness to permanency. Some identified barriers to full utilization of supports were confidentiality, limitations in data systems and placement regulations. Qualitative data indicated that relatives struggle to meet State mandated placement eligibility requirements and become frustrated by circumstances beyond their control, which may influence permanency outcomes for transitional youth.

Recommendations

Taking into consideration the information gathered through the PQCR process regarding strengths and challenges, the following recommendations were made:

- 1) Partnership: DCFS and Probation working together to enhance services and expand resources,
- 2) Training: Cross-systems training between agencies could include identification of communication options, knowledge of role and operation of each agency, elimination of confidentiality barriers to information sharing, and leveraging of resources for youth.
- 3) Permanency: Consideration of permanency options for youth, which includes foster homes for Probation foster youth, and strategies addressing barriers with regard to relative and foster home placements.
- 4) Practice: Further utilization of successful practices currently in place such as Transitional Housing, Youth Permanency Units and Wraparound programs.
- 5) Relative Caregiver: Address systemic and policy issues regarding relative caregiver approval and funding.

Parties involved in the PQCR suggested that by building on a culture of acknowledgment and acceptance of children and youth from both departments as “our kids,” regardless of what system has primary responsibility, services and resources would be amplified. Partnerships among department staff, youth and caregivers, as well as public and private agencies, provide a strong support network for transitional youth. Additionally, the PQCR process highlighted the need to further utilize of successful practices currently in place such as Transitional Housing, Youth Permanency Units and Wraparound programs.

Outcome Impact

The PQCR process includes consideration of the impact of findings on child welfare outcome measures. The practice strengths identified impact permanency; therefore it would seem that Family Finding and Youth Permanency Units would have a direct impact on Federal measures that address permanence such as, Adoption Composite, Long Term Care Composite, and Permanency Connection with an Adult. It is likely that Wraparound programs have a positive impact on Least Restrictive Placements measure. Addressing noted challenges identified through the PQCR in areas of basic needs may affect outcomes in Federal measures of Individual Education Plan, high school education, employment, and housing.

Through the Peer Quality Case Review process, information was shared regarding the importance of communication between DCFS, Probation, stakeholders, and the community. Also, practice challenges demonstrated a noted need for greater awareness and understanding of all supports and services available for the youth in order to fully meet the needs of the identified focus population. A coordinated support and service effort by public and private entities would likely have positive impacts on multiple Federal Measure areas.



Section III-Outcomes

SECTION III: Outcomes

Fiscal Years 2007 to 2010

The child welfare outcome measures developed and standardized by the California Department of Social Services (CDSS) are used by California counties to track their performance over time. The outcomes that will be discussed in this section were extracted from the Child Welfare Services/Case Management System (CWS/CMS) and published by CDSS in partnership with the University of California, Berkeley (UCB) Center for Social Services Research (CSSR). These data reports serve to increase public awareness of the local child welfare system and establish the County's accountability for improving outcomes for children and families.

Child welfare measures found in the CWS/CMS Dynamic Reporting System web-site include but are not limited to categories of Safety, Reunification Composite, Adoption Composite, Long Term Care Composite, Placement Stability Composite, Siblings, and Service Delivery. Data trends (performance directions) are discussed in this section, on 18 of the measures that have National standards.

Since July 2007, DCFS has shown greatest performance improvement¹⁴ toward the National Standard in six of the 18 measures:

- C 1.3. Reunification within 12 months (19.4% increase);
- C 2.3. Adoption within 12 months¹⁵ (46.2% increase);
- C 2.4. Legally free within 6 months (33.3% increase);
- C 2.5. Adoption within 12 months (legally free) (21.1% increase);
- C 3.1. Exits to Permanency (24-months in care) (38.5% increase); and
- C 3.3. In care 3 years or longer (Emancipated/ Age 18) (9.6% decrease).

Other improvements in performance for measures with no National Standard include *Timely Dental Exams* (10.0% increase), which is a measure of children's dental exams completed in a CHPD recommended timeline.

On two of the measures, the County performed above the National Standard, which included measures for:

- C 2.5. Adoption within 12 months (legally free); and,
- C 4.2. Placement Stability (12 to 24 months in care).

¹⁴ 10% or more improvement in performance

¹⁵ in care for 17 continuous months or longer and were not legally freed for adoption on the first day of the period, who then became legally freed w/in the next 5 months.

Although the County has shown improvements in the outcome measures identified above, there is additional room for improvement. Los Angeles County exhibited a down turn in performance (10% or more decline in performance) for C 1.4. *Re-entries following reunification*. The goal for the County would be to reduce the percentage of children that re-enter foster care after reunifying with their parent or caregiver, but the County's number has increased 15.9% since CY 2006.

Other reductions in performance for measures with no National Standard include *Relative placement for children in an out-of-home setting and children that are Indian Child Welfare Act (ICWA) eligible*, and *Exit Outcomes for Youth aging out of foster care*.

The information and discussion that follows will provide data trends for Fiscal Year 2007 to 2010 on outcome measures related to the provision of child welfare services to children and their families.¹⁶

Red:	Signifies declining performance and below National Standards.
Yellow:	Signifies Improving trends year over year but final numbers may or may not be above the National Standard.
Green:	Signifies performance improvement as well as outcomes above the National Standard.

Table 12: Rate of reduction in performance in outcome measure of Participation Rates: Referral Rates for County Years 2006 to 2008.

Participation Rates: Referral Rates (Incidence per 1,000 children)						
Referral Participation Rates refer to the number of children who are reported to the Child Abuse Hotline that lead to an open child abuse investigation (referral) for a given year to the general population of children in the County.						
	CY 2006	CY 2007	CY 2008	CY 2009	Direction	Percent Change CY 2006-08
California	48.3	49.2	48.7	47.2	Yes <input type="checkbox"/>	-2.3%
Los Angeles	44.1	45.8	46.1	44.7	No <input type="checkbox"/>	1.4%

¹⁶ Our data source for many of the figures in the subsequent pages is UC Berkeley's CWS/CMS Dynamic reporting system (http://cssr.berkeley.edu/ucb_childwelfare/Ccfsr.aspx) unless specified otherwise.

Table 13: Rate of reduction in performance in outcome measure of Participation Rates: Substantiation Rates for County Years 2006 to 2008.

Participation Rates: Substantiation Rates (Incidence per 1,000 children) Substantiation Participation Rates refer to the number children with referrals that are investigated and found to be true (substantiated) for a given year to the general population of children in the County.						
	CY 2006	CY 2007	CY 2008	CY 2009	Direction	Percent Change CY 2006-08
California	10.8	10.7	9.7	9.3	Yes <input type="checkbox"/>	-13.9%
Los Angeles	9.7	9.6	9.5	10.2	No <input type="checkbox"/>	5.2%

Table 14: Rate of reduction in performance in outcome measure of Participation Rates: Entry Rates for County Years 2006 to 2008

Participation Rates: Entry Rates (Incidence per 1,000 children) Entry Rates for a given year are computed by dividing the unduplicated count of children entering foster care by the state child population and then multiplying by 1,000.						
	CY 2006	CY 2007	CY 2008	CY 2009	Direction	Percent Change CY 2006-08
California	3.7	3.6	3.3	3.2	Yes <input type="checkbox"/>	-13.5%
Los Angeles	3.2	3.9	3.6	3.9	No <input type="checkbox"/>	5.4%

Table 15: Rate of increase in performance in outcome measure of Participation Rates: In-Care Rates obtained in the month of July for years 2007 to 2008.

Participation Rates: In Care Rates (Incidence per 1,000 children) In Care Rates for a given year are computed by dividing the Point In Time count of children in child welfare supervised foster care by the state child population and then multiplying by 1,000.						
	7/1/07	7/1/08	7/1/09	7/1/10	Direction	Percent Change CY 2006-08
California	7.2	6.5	6.0	5.5	Yes <input type="checkbox"/>	-23.6%
Los Angeles	8.2	7.4	6.7	6.4	Yes <input type="checkbox"/>	-22.0%

There has been a positive directional change for in care rates for both that State and County. This may be indicative of successful prevention efforts that are a significant part of child welfare services.

Table 16: Rate of increase in performance in outcome measure of No Recurrence of Maltreatment (S1.1) obtained in the months of July through December for years 2006 to 2009 as compared to the National Standard.

S1.1 No Recurrence of Maltreatment Of all children who were victims of a substantiated maltreatment allegation during the first 6 months of the year, what percent were not victims of another substantiated allegation within the next 6-month period.						
	7/1/06-12/31/06	7/1/07-12/31/07	7/1/08-12/31/08	7/1/09-12/31/09	National Standard or Goal	Direction Jul 1 to Dec 31 (2006 thru 2009)
California	92.5	92.7	93.0	93.0	94.6	Yes <input type="checkbox"/> 0.5%
Los Angeles	93.4	93.5	93.4	93.4	94.6	Yes <input type="checkbox"/> 0%

Table 17: Rate of decrease in performance in outcome measure of No Recurrence of Maltreatment in Foster Care (S2.1) obtained in the month of July for FY years 2006 to 2010 as compared to the National Standard.

S2.1 No Maltreatment in Foster Care Of all children served in foster care during the year, what percent were not victims of a substantiated maltreatment allegation by a foster parent or facility staff member.						
	FY 2006-'07	FY 2007-'08	FY 2008-'09	FY 2009-'10	National Standard or Goal	Direction FY 2006-2010
California	99.72	99.63	99.61	99.55	99.68	No <input type="checkbox"/> -0.2%
Los Angeles	99.81	99.58	99.59	99.46	99.68	No <input type="checkbox"/> -0.4%

Although near the national standard, the County is showing a slight downward trend in no maltreatment in foster care.

Table 18: Rate of increase in performance in outcome measure of Percent of Children Reunified within 12 months (C1.1) obtained for fiscal years 2007 to 2010 as compared to the National Standard.

C1.1 Percent of Children Reunified within 12 months Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer, what percent were reunified in less than 12 months from the date of the latest removal from home.						
	FY 2006-'07	FY 2007-'08	FY 2008-'09	FY 2009-'10	National Standard or Goal	Direction FY 2006-2010
California	63.8	63.8	62.8	63.9	75.2	No <input type="checkbox"/> 0.2%
Los Angeles	61.3	62.5	64.1	66.9	75.2	Yes <input type="checkbox"/> 9.1%

Table 19: Rate of increase in performance in outcome measure of Median Time to Reunification (C1.2) obtained for fiscal years 2006 to 2010 as compared to the National Standard.

C1.2 Median Time To Reunification (Exit Cohort) Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer, what was the median length of stay (in months) from the date of latest removal from home until the date of discharge to reunification.						
	FY 2006-'07	FY 2007-'08	FY 2008-'09	FY 2009-'10	National Standard or Goal	Direction FY 2006-2010
California	7.9	8.1	8.3	8.3	5.4	No <input type="checkbox"/> 5.1%
Los Angeles	8.2	8.2	8.1	7.6	5.4	Yes <input type="checkbox"/> -7.3%

Table 20: Rate of increase in performance in outcome measure of Reunification within 12 Months (Entry Cohort) (C1.3) obtained in the years 2006 to 2010 as compared to the National Standard.

C1.3 Reunification Within 12 Months (Entry Cohort) Percentage of all children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer who discharged from foster care to reunification in less than 12 months from the date of latest removal from home.						
	1/1/06-6/30/06	1/1/07-6/30/07	1/1/08-6/30/08	1/1/09-6/30/09	National Standard or Goal	Direction FY 2006-2010
California	41.9	44.3	44.9	44.3	48.4	Yes <input type="checkbox"/> 5.7%
Los Angeles	39.7	44.9	49.2	47.4	48.4	Yes <input type="checkbox"/> 19.4%

The Department has made remarkable strides in this measure. Point of engagement approaches, practice changes aligned with building parental capacity and community engagement, increased visitation opportunities all may have impacted timely reunification.

Table 21: Rate of decrease in performance in outcome measure of Re-entry Following Reunification (Exit Cohort) (C1.4) obtained in the FY 2005 to 2010 as compared to the National Standard.

C1.4 Re-entry Following Reunification (Exit Cohort) Percentage of all children discharged from foster care to reunification during the year, who reentered foster care in less than 12 months from the date of discharge.						
	FY 2005-'06	FY 2006-'07	FY 2007-'08	FY 2008-'09	National Standard or Goal	Direction FY 2006-2010
California	13.1	12.0	11.3	12.1	9.9	Yes <input type="checkbox"/> -7.6%
Los Angeles	10.7	10.7	10.8	12.4	9.9	No <input type="checkbox"/> 15.9%

As the County has increased the number of children reunifying with the parent or caregiver, the possibility of re-entry into foster care has increased. With on-going focus

on timely reunification, the trend of increased re-entry suggests the need for development of additional strategies to support successful reunification.

Table 22: Rate of decrease in performance in outcome measure of Adoption Within 24 Months (Exit Cohort) (C2.1) obtained in the FY 2005 to 2010 as compared to the National Standard.

C2.1 Adoption Within 24 Months (Exit Cohort)						
Percentage of all children discharged from foster care to a finalized adoption during the year, who were discharged in less than 24 months from the date of the latest removal from home.						
	FY 2006-'07	FY 2007-'08	FY 2008-'09	FY 2009- '08	National Standard or Goal	Direction FY 2006-2010
California	32.6	29.6	30.0	29.6	36.6	No <input type="checkbox"/> -9.2%
Los Angeles	24.6	23.2	22.7	23.8	36.6	No <input type="checkbox"/> -3.3%

Table 23 Rate of decrease in performance in outcome measure of Median Time to Adoption (Exit Cohort) (C2.2) obtained in the FY 2005 to 2010 as compared to the National Standard.

C2.2 Median Time to Adoption (exit Cohort)						
The median length of stay (in months) from the date of latest removal from home until the date of discharge to adoption of all children discharged from foster care to a finalized adoption during the year,						
	FY 2006-'07	FY 2007-'08	FY 2008-'09	FY 2009- '10	National Standard or Goal	Direction FY 2006-2010
California	29.5	30.4	30.6	31.1	27.3	No <input type="checkbox"/> 5.4%
Los Angeles	33.5	33.1	32.8	32.9	27.3	-1.8%

Table 24: Rate of increase in performance in outcome measure of Adoption Within 24 Months (17 months in care)(C2.3) obtained in the FY 2006 to 2010 as compared to the National Standard.

C2.3 Adoption Within 12 Months (17 months in care)						
Of all children discharged from foster care to a finalized adoption during the year, what was the median length of stay (in months) from the date of latest removal from home until the date of discharge to adoption.						
	FY 2006-'07	FY 2007-'08	FY 2008-'09	FY 2009- '10	National Standard or Goal	Direction FY 2006-2010
California	15.8	17.8	18.8	20.3	22.7	Yes <input type="checkbox"/> 28.5%
Los Angeles	14.3	16.6	18.3	20.9	22.7	Yes <input type="checkbox"/> 46.2%

Table 25: Rate of increase in performance in outcome measure of Legally Free Within 6 Months (C2.4) obtained from July thru December in the years 2006 to 2010 as compared to the National Standard.

C2.4 Legally Free Within 6 Months						
Of all children in foster care for 17 continuous months or longer and not legally free for adoption on the first day of the year, what percent became legally free within the next 6 months.						
	7/1/06- 12/31/06	7/1/07- 12/31/07	7/1/08- 12/31/08	7/1/09- 12/31/09	National Standard or Goal	Direction FY 2006-2010
California	5.8	6.9	6.7	6.5	10.9	Yes <input type="checkbox"/> 12.1%
Los Angeles	5.1	7.2	7.3	6.8	10.9	Yes <input type="checkbox"/> 33.3%

Table 26: Rate of increase in performance in outcome measure of Adoption Within 12 Months (Legally Free) (C2.5) obtained in fiscal years 2006 to 2010 as compared to the National Standard.

C2.5 Adoption Within 12 Months (Legally Free)						
Of all children in foster care who became legally free for adoption during the year, what percent were then discharged to a finalized adoption in less than 12 months						
	FY 2005-'06	FY 2006-'07	FY 2007-'08	FY 2008- '09	National Standard or Goal	Direction FY 2006-2010
California	52.3	54.9	55.6	61.4	53.7	Yes <input type="checkbox"/> 17.2%
Los Angeles	57.8	61.1	61.9	70.0	53.7	Yes <input type="checkbox"/> 21.1%

The 21.1% increased percentage of children being adopted within 12 months of being legally freed is worthy of note. During the timeframes indicated (Table 15) concurrent planning and recruitment efforts likely contributed to the increased percentage.

Table 27: Rate of increase in performance in outcome measure of Exits to Permanency (24 Months in Care) (C3.1) obtained in fiscal years 2006 to 2010 as compared to the National Standard

C3.1 Exits to Permanency (24 Months in Care)						
Of all children in foster care for 24 months or longer on the first day of the year, what percent were discharged to a permanent home by the end of the year and prior to turning 18.						
	FY 2006-'07	FY 2007-'08	FY 2008-'09	FY 2009- '10	National Standard or Goal	Direction FY 2006-2010
California	19.3	22.7	23.3	24.7	29.1	Yes <input type="checkbox"/> 28.0%
Los Angeles	18.7	23.3	24.4	25.9	29.1	Yes <input type="checkbox"/> 38.5%

DCFS has made efforts in increasing permanency options through family finding, Older Youth Adoption Project, Youth Permanency units and concurrent planning. All likely contributed to the change in performance for this measure.

Table 28: No change seen in Exit to Permanency (Legally Free at Exit) (C3.2)

C3.2 Exits to Permanency (Legally Free at Exit) Of all children discharged from foster care during the year who were legally free for adoption, what percent were discharged to a permanent home prior to turning 18?						
	FY 2006-'07	FY 2007-'08	FY 2008-'09	FY 2009- '10	National Standard or Goal	Direction? FY 2006-2010
California	97.0	96.7	96.9	96.7	98.0	No <input type="checkbox"/> -0.3%
Los Angeles	96.7	96.2	97.1	96.7	98.0	0% (no change)

Table 29: Rate of increase in performance in outcome measure In Care 3 Years or Longer (Emancipated/Age 18) (C3.3) obtained in fiscal years 2006 to 2010 as compared to the National Standard.

C3.3 In Care 3 Years or Longer (Emancipated/Age 18) Of all children in foster care during the year who were either discharged to emancipation or turned 18 while still in care, what percent had been in foster care for 3 years or longer.						
	FY 2006-'07	FY 2007-'08	FY 2008-'09	FY 2009- '10	National Standard or Goal	Direction FY 2006-2010
California	63.7	61.2	60.5	60.4	37.5	Yes <input type="checkbox"/> -5.2%
Los Angeles	66.6	64.2	61.1	60.2	37.5	Yes <input type="checkbox"/> -9.6%

Although moving in a positive direction, the County's performance with this measure is significantly different from the expected National Standard.

Table 30: Rate of decrease in performance outcome measure for Placement Stability (8 days to 12 months in care) obtained in fiscal years 2006 to 2010 as compared to the National Standard

Measure C4.1 Placement Stability (8 Days to 12 Months in Care) Of all children served in foster care during the year who were in foster care at least 8 days but less than 12 months, what percent had two or fewer placement settings.						
	FY 2006-'07	FY 2007-'08	FY 2008-'09	FY 2009- '10	National Standard or Goal	Direction FY 2006-2010
California	82.4	82.6	83.2	83.3	86	Yes <input type="checkbox"/> 1.1%
Los Angeles	87.3	86.5	85.9	85.6	86	No <input type="checkbox"/> -1.9%

Table 31: Rate of decrease in performance outcome measure for Placement Stability (12 to 24 months in care) obtained in fiscal years 2006 to 2010 as compared to the National Standard.

Measure C4.2 Placement Stability (12 to 24 Months in Care)

Of all children served in foster care during the year who were in foster care for at least 12 months but less than 24 months, what percent had two or fewer placement settings.

	FY 2006-'07	FY 2007-'08	FY 2008-'09	FY 2009- '10	National Standard or Goal	Direction FY 2006-2010
California	60.4	62.5	62.4	62.8	65.4	Yes <input type="checkbox"/> 4.0%
Los Angeles	72.2	70.7	69.0	66.6	65.4	No <input type="checkbox"/> -7.8%

Table 32: Rate of decrease in performance outcome measure for Placement Stability (at least 24 months in care) obtained in fiscal years 2006 to 2010 as compared to the National Standard.

Measure C4.3 Placement Stability (At Least 24 Months in Care)

Of all children served in foster care during the year who were in foster care for at least 24 months, what percent had two or fewer placement settings?

	FY 2006-'07	FY 2007-'08	FY 2008-'09	FY 2009- '10	National Standard or Goal	Direction? FY 2006-2010
California	33.2	33.2	33.3	32.7	41.8	No <input type="checkbox"/> -1.5%
Los Angeles	39.1	39.8	39.9	38.7	41.8	No <input type="checkbox"/> -1.0%

Table 33: Rate of decrease in performance for Timely Response (Immediate).

2B Timely Response (Immediate Response Compliance)

Of all the referrals that required an immediate response, what percent of those referrals received a timely response.

	4/1/07- 6/30/07	4/1/08- 6/30/08	4/1/09- 6/30/09	4/1/10- 6/30/10	National Standard or Goal	Direction 4/1/07-6/30/07 to 4/1/10-6/30/10
California	97.3	96.7	97.8	97.0	90.0	No <input type="checkbox"/> -0.3%
Los Angeles	97.7	97.8	98.3	97.2	90.0	No <input type="checkbox"/> -0.5%

Table 34: Rate of decrease in performance for Timely Response (10 day).

2B Timely Response (10 Day Response Compliance)						
Of all the referrals that required a 10 day response, what percent of those referrals had a timely response.						
	4/1/07-6/30/07	4/1/08-6/30/08	4/1/09-6/30/09	4/1/10-6/30/10	National Standard or Goal	Direction 4/1/07-6/30/07 to 4/1/10-6/30/10
California	92.0	94.0	95.5	93.7	90.0	Yes <input type="checkbox"/> 1.8%
Los Angeles	97.6	97.6	98.4	94.2	90.0	No <input type="checkbox"/> -3.5%

Performance rates for timely response to both immediate and ten day child abuse/neglect referrals, has show a decrease. Although the County continues to perform above the National standard, the decrease trend warrants further review.

Table 35: Rate of increase in performance for Timely Social Worker Visits with Child.

Measure 2C Timely Social Worker Visits with Child						
Of all children who required a monthly social worker visit, what percent received a monthly visit.						
Month 1	4/2007	4/2008	4/2009	4/2010	National Standard or Goal	Direction 4/2007 to 4/2010
California	89.5	91.9	93.2	93.3	90.0	Yes <input type="checkbox"/> 4.2%
Los Angeles	92.1	95.1	96.4	95.2	90.0	Yes <input type="checkbox"/> 3.4%
Month 2	5/2007	5/2008	5/2009	5/2010	National Standard or Goal	Direction 5/2007 to 5/2010
California	89.2	91.9	93.2	92.9	90.0	Yes <input type="checkbox"/> 4.1%
Los Angeles	91.3	95.2	96.0	95.0	90.0	Yes <input type="checkbox"/> 4.1%
Month 3	6/2007	6/2008	6/2009	6/2010	National Standard or Goal	Direction 6/2007 to 6/2010
California	88.8	91.9	93.7	93.1	90.0	Yes <input type="checkbox"/> 4.8%
Los Angeles	91.5	95.0	96.2	95.4	90.0	Yes <input type="checkbox"/> 4.3%

Social worker visit with child performance rates are above the national standard in each of the measurement areas.

Table 36: Sibling Placement¹⁷

4A Siblings – Some or All Placed Together (Point in Time)				
What percent of all sibling groups had some or all siblings placed together.				
	Point in Time July 1, 2010			
	Placement with all Siblings		Placement with some Siblings	
	Number	Percentage	Number	Percentage
California	19,529	53.8%	26,550	73.2%
Los Angeles	6,403	51.7%	8,997	72.7%

Table 37: Rate of decrease in performance for Placement Type.

4B Placement Type (Entries-First Placement)						
These reports are derived from a longitudinal database and provide information on all entries to out of home care during the time periods specified.						
Relative Placements: (Percentage Count)						
	7/1/06-6/30/07	7/1/07-6/30/08	7/1/08-6/30/09	7/1/09-6/30/10	National Standard or Goal	Direction July 2007-10
California	22.5	20.9	19.1	20.5	N.A.	-8.8%
Los Angeles	36.3	30.1	25.8	25.6	N.A.	-29.5%
Foster Home Placements:						
	7/1/06-6/30/07	7/1/07-6/30/08	7/1/08-6/30/09	7/1/09-6/30/10	National Standard or Goal	Direction July 2007-10
California	19.6	19.4	19.5	18.8	N/A	-4.1%
Los Angeles	9.7	7.9	7.0	7.5	N/A	-22.7%
Foster Family Agency Placements:						
	7/1/06-6/30/07	7/1/07-6/30/08	7/1/08-6/30/09	7/1/09-6/30/10	National Standard or Goal	Direction July 2007-10
California	39.5	41.6	44.4	46.1	N/A	16.7%
Los Angeles	47.8	56.1	61.3	62.0	N/A	29.7%

Group Home Placement						
	7/1/06-6/30/07	7/1/07-6/30/08	7/1/08-6/30/09	7/1/09-6/30/10	National Standard/Goal	Direction?
California	9.3	9.1	8.5	7.3	N/A	-21.5%
Los Angeles	2.9	3.0	3.0	2.9	N/A	0.0%

¹⁷ Placement does not have a directional connotation, therefore trend coloring is not included

Placement type (Table 38) shows a decrease in Relative Placement and Foster Family Home placement¹⁸, while there is an increase in placement with Foster Family Agencies.

Table 38: Relative Placement Types and Percentages

Measure 4B Placement Type (Entries- Point-in-Time)¹⁹

Relative Placements: (Percentage County)

	7/1/07	7/1/08	7/1/09	7/1/10	National Standard or Goal	Direction July 2007-10
California	35.2	34.2	32.6	32.5	N/A	N/A
Los Angeles	38.5	37.6	35.6	36.9	N/A	N/A

Foster Home Placements:

	7/1/07	7/1/08	7/1/09	7/1/10	National Standard or Goal	Direction July 2007-10
California	10.1	9.9	9.5	9.8	N/A	N/A
Los Angeles	7.0	6.9	6.5	6.9	N/A	N/A

Foster Family Agency Placements:

	7/1/07	7/1/08	7/1/09	7/1/10	National Standard or Goal	Direction July 2007-10
California	26.1	26.6	28.5	29.6	N/A	N/A
Los Angeles	23.7	25.0	27.6	29.3	N/A	N/A

Group Home Placement

	7/1/07	7/1/08	7/1/09	7/1/10	National Standard or Goal	Direction July 2007-10
California	7.4	7.3	6.9	6.9	N/A	N/A
Los Angeles	5.4	5.0	4.4	4.7	N/A	N/A

¹⁸This measure is related to first placements for children who are removed from the care of a parent or caretaker.

¹⁹ These reports are derived from a longitudinal database and provide information on all entries to out of home care during the time period specified

Table 39

ICWA Placement

The table displays the placement status of Indian Child Welfare Act eligible children [4E (1)] and children with primary or mixed (multi) ethnicity of American Indian [4E (2)]. Placement status takes placement type, child relationship to substitute care provider, and substitute care provider ethnicity into account. The resulting placement status categories are placements with relatives; with non-relative, American Indian/Alaskan Native (AI/AN) substitute care providers; with non-relative, non-AI/AN substitute care providers; with non-relative substitute care providers with ethnicity missing in CWS/CMS, in group homes (ethnicity cannot be determined); and in other placements.

Measure 4E (1) ICWA Placement Preferences, ICWA Eligible Children**ICWA Eligible: Relative Placements (Point In Time): Child Count**

	July 1, '07	July 1, '08	July 1, '09	July 1, '10	National Standard	Direction July 2007-10
California	42.5	41.7	37.3	38.8	N/A	N/A
Los Angeles	48.9	49.7	41.4	38.5	N/A	N/A

ICWA Eligible: Non-Relative Placements, (AI/AN) Substitute Care Provider

	July 1, '07	July 1, '08	July 1, '09	July 1, '10	National Standard	Direction July 2007-10
California	2.9	2.7	2.8	2.7	N/A	N/A
Los Angeles	0	0	0.7	0	N/A	N/A

ICWA Eligible: Non-Relative Placements, Non-(AI/AN) Substitute Care Provider

	July 1, '07	July 1, '08	July 1, '09	July 1, '10	National Standard	Direction July 2007-10
California	30.2	30.4	31.4	29.1	N/A	N/A
Los Angeles	37.9	48.0	22.4	16.8	N/A	N/A

ICWA Eligible: Non-Relative – Ethnicity of Substitute Care Provider Missing

	July 1, '07	July 1, '08	July 1, '09	July 1, '10	National Standard	Direction July 2007-10
California	17.7	17.6	20.8	22.2	N/A	N/A
Los Angeles	25.0	22.0	27.0	38.5	N/A	N/A

ICWA Eligible: Group Home

	July 1, '07	July 1, '08	July 1, '09	July 1, '10	National Standard	Direction July 2007-10
California	6.8	7.7	7.6	7.4	N/A	N/A
Los Angeles	10.3	4.0	8.6	6.2	N/A	N/A

Table 40

Measure 4E (2) Percent of (AI/AN) Children (Primary and Multi-Ethnic) Placement Preferences.**Multi-Ethnic: Relative**

	July 1, '07	July 1, '08	July 1, '09	July 1, '10	National Standard	Direction July 2007-10
California	34.6	34.9	32.4	31.9	N/A	7.8%
Los Angeles	44.8	42.1	38.2	30.9	N/A	31.0%

Multi-Ethnic: Non-Relative (AI/AN) Substitute Care Provider

	July 1, '07	July 1, '08	July 1, '09	July 1, '10	National Standard	Direction July 2007-10
California	2.4	2.5	2.6	2.5	N/A	4.2%
Los Angeles	0	0	0.5	0	N/A	0.0% No change

Multi-Ethnic: Non-Relative Non-(AI/AN) Substitute Care Provider

	July 1, '07	July 1, '08	July 1, '09	July 1, '10	National Standard	Direction July 2007-10
California	37.4	36.2	37.0	37.4	N/A	0%
Los Angeles	17.6	19.1	25.6	24.7	N/A	40.3%

Multi-Ethnic: Non-Relative – Ethnicity Missing

	July 1, '07	July 1, '08	July 1, '09	July 1, '10	National Standard	Direction July 2007-10
California	14.9	16.1	16.9	18.8	N/A	26.2%
Los Angeles	28.0	28.5	27.1	38.1	N/A	36.1%

Multi-Ethnic: Group Home Placement

	July 1, '07	July 1, '08	July 1, '09	July 1, '10	National Standard	Direction July 2007-10
California	6.9	6.5	7	6.4	N/A	-7.2%
Los Angeles	8.0	8.9	8.0	6.2	N/A	-22.5%

Table 41:

Rate of Timely Health and Dental Exams 5B 1 & 2 Rate of children who have received timely medical and dental examinations.						
Health Exams	4/1/07-6/30/07	4/1/08-6/30/08	4/1/09-6/30/09	4/1/10-6/30/10	National Standard	Direction Apr-Jun 2007-2009
California	85.9	88.1	90.0	87.8	N/A	-2.2%
Los Angeles	87.5	89.9	93.0	90.5	N/A	3.4%
Dental Exams	4/1/07-6/30/07	4/1/08-6/30/08	4/1/09-6/30/09	4/1/10-6/30/10	National Standard	Direction Apr-Jun 2007-2009
California	59.7	64.4	67.2	65.0	N/A	8.9%
Los Angeles	67.3	70.9	76.7	74.0	N/A	10.0%

Table 42: Psychotropic Medications

5F: Authorized for Psychotropic Medications Foster Care Children Authorized for Psychotropic Medications.					
	Apr-Jun 2007	Apr-Jun 2008	Apr-Jun 2009	Apr-Jun 2010	Direction Apr-Jun 2007-2009
California	9.6	10.7	12.5	13.7	42.7%
Los Angeles	12.5	13.0	14.0	14.6	16.8%

Table 43

6B: Individualized Education Plan (IEP) The number of Children in Out-of-Home Placements who have ever had an IEP.					
	Apr - Jun 2007	Apr - Jun 2008	Apr - Jun 2009	Apr - Jun 2010	Direction Apr-Jun 2007-2009
California	9.4	9.4	9.4	8.6	-8.5%
Los Angeles	10.9	9.7	9.4	8.0	-26.6%

8A Exit Outcomes for Youth Aging Out of Foster Care (Table 32)

Previously, Measure 8A was an annual report comprised of data from the SOC 405A, Independent Living Program Annual Statistical Report. Effective Quarter 4 (October – December), 2008, the measure has been revised to a quarterly report of outcomes for youth who exited foster care placement due to attaining age 18 or 19, or those foster youth under age 18 who were legally emancipated from foster care, pursuant to Family Code Section 7000.

Table 44

8A Exit Outcomes for Youth Aging Out of Foster Care²⁰						
Completed High School or Equivalency	4/1/07-6/30/07	4/1/08-6/30/08	4/1/09-6/30/09	4/1/10-6/30/10	National Standard or Goal	Direction
California	N.A.	N.A.	59.9	55.1	N.A.	-8.0%
Los Angeles	N.A.	N.A.	69.1	54.0	N.A.	-21.9%
Obtained Employment	4/1/07-6/30/07	4/1/08-6/30/08	4/1/09-6/30/09	4/1/10-6/30/10	National Standard or Goal	Direction
California	N.A.	N.A.	38.2	26.6	N.A.	-30.4%
Los Angeles	N.A.	N.A.	45.1	31.3	N.A.	-30.6%
Have Housing Arrangements	4/1/07-6/30/07	4/1/08-6/30/08	4/1/09-6/30/09	4/1/10-6/30/10	National Standard or Goal	Direction
California	N.A.	N.A.	91.4	91.5	N.A.	0.1%
Los Angeles	N.A.	N.A.	95.1	96.6	N.A.	1.6%
Received ILP Services	4/1/07-6/30/07	4/1/08-6/30/08	4/1/09-6/30/09	4/1/10-6/30/10	National Standard or Goal	Direction
California	N.A.	N.A.	88.3	85.9	N.A.	-2.7%
Los Angeles	N.A.	N.A.	93.1	93.8	N.A.	0.8%
Permanency Connection with an Adult	4/1/07-6/30/07	4/1/08-6/30/08	4/1/09-6/30/09	4/1/10-6/30/10	National Standard or Goal	Direction
California	N.A.	N.A.	90.0	90.5	N.A.	0.6%
Los Angeles	N.A.	N.A.	95.6	95.5	N.A.	-0.1%

Exit outcomes for youth show a notable decrease in youth leaving the child welfare system, having completed high school or its equivalency. Also, there has been a 30% drop in youth being employed as they leave child welfare.

Assessment of Child and Family Outcomes

Participation Rates: Referrals, Substantiations, Entries, and Caseload:

UC Berkeley CWS/CMS Dynamic System data for the first two quarters of 2007 to 2010 reflect that DCFS has seen a gradual increase in referrals, substantiations and entry

²⁰ The collection of data for this measure began in 2009

rates which is a decline in performance in these measures. (Table 45) The rate increases however remain below state-wide outcome figures for the same measures. Referral rates as incidence per 1,000 have increased by 1.4% in Los Angeles County, while the state-wide performance for this measure decreased by 2.3%. Quarter 2 (Q2) 2007 to Q2 2010 figures for substantiation rates increased by 5.2% and entry rates increased by 5.4% in Los Angeles County. The state-wide performance for these measures show more than 13% decline rate. While the County has experienced increased volume of referrals, substantiation and entry rates, in-care rates in Los Angeles County have substantially decreased, 20% during this review period and by almost 49% since the year 2000.

Table 45²¹

	Q1 2007	Q1 2008	Q1 2009	Q 1 2010
Referral Rates	44.1	45.8	46.1	44.6
Substantiation Rates	9.7	9.6	9.5	10.1
Entry Rates	3.7	3.9	3.6	3.9
In Care Rates	8.4	8.2	7.4	6.7

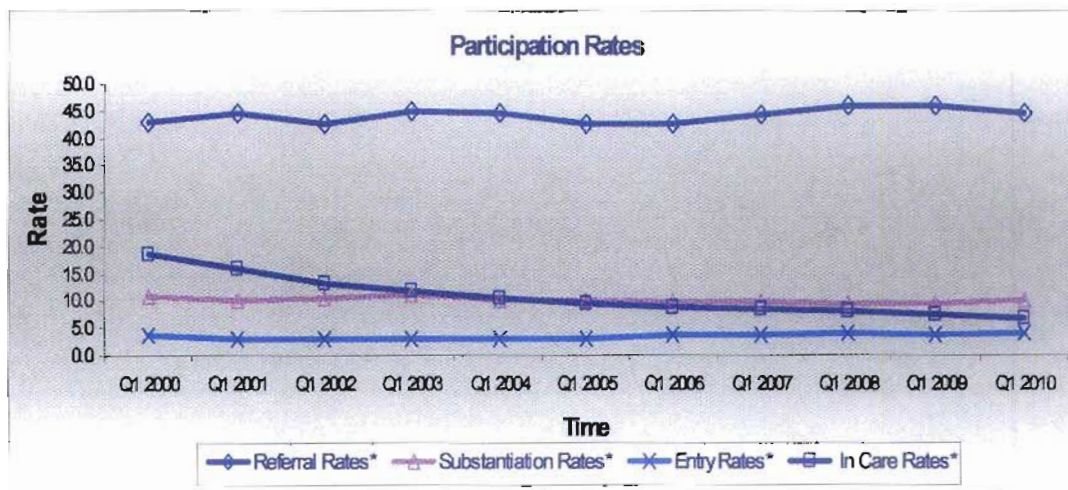


Figure 2: Participation Rates, Long Term Trend

Source: CWS/CMS Dynamic Reporting System, UC Berkeley

²¹ Data Source: UC Berkeley CWS/CMS Dynamic Report System

Disproportionality and Disparity: Caseload, Referrals, Substantiations, Removals; Out-of Home Care Caseloads; and Exits by Ethnicity:

African American children are disproportionately represented in caseloads, referrals, substantiated referrals and removals from home in Los Angeles County's child welfare system. (Table 46 and Table 47) DCFS Family to Family data from FY 2009-10, shows African American children represented 9.0% (266,415) of the overall child population in Los Angeles County. However, they represent 27% of children receiving child welfare services. (Table 47) Twenty percent of child abuse/neglect referrals generated involved African American children and they represent 33% of children in out-of-home placement.

Table 46²²

DCFS	Los Angeles County Population		Referrals		Substantiated Referrals		Removals	
Hispanic	1,760,140	61%	86,569	60%	19,029	61%	6,373	57%
White	581,616	20%	17,802	12%	3,852	12%	1,476	13%
African Amer.	266,415	9%	28,759	20%	6,719	22%	3,077	27%
Amer. Indian	6,054	0%	344	0%	97	0%	43	0%
Asian	292,433	10%	3,884	3%	1,069	3%	279	3%
Other			7,053	5%	436	1%	21	0%
Total	2,906,658	100%	144,411	100%	31,202	99%	11,269	100%

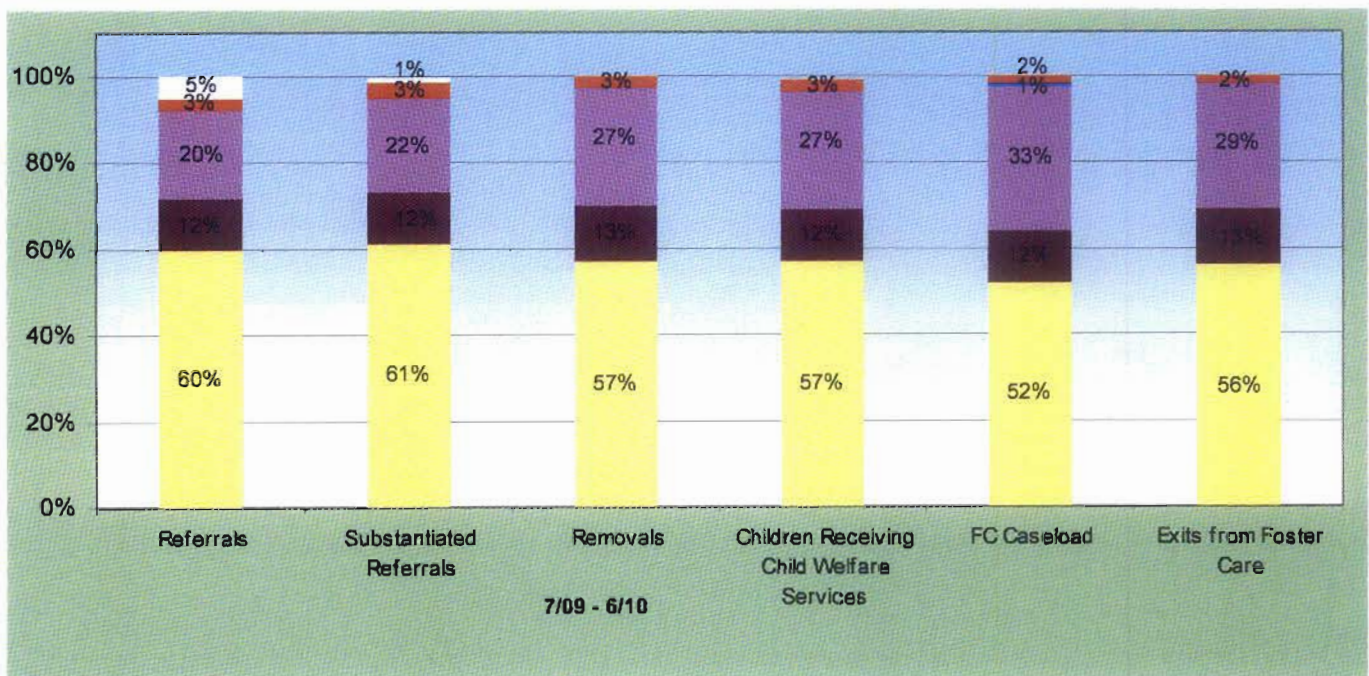


Figure 3

DCFS Family to Family data source July 2009 through June 2010.

Table 47

DCFS	Los Angeles County Population		Children Receiving Child Welfare Services		Children in out-of home placement FC Caseload		Exits from Foster Care	
Hispanic	1,760,140	61%	30,555	57%	8,038	52%	6,727	56%
White	581,616	20%	6,424	12%	1,880	12%	1,530	13%
African Amer.	266,415	9%	14,691	27%	4,997	33%	3,423	29%
Amer. Indian	6,054	0%	213	0%	93	1%	40	0%
Asian	292,433	10%	1,577	3%	347	2%	264	2%
Other			144	0%	34	0%	11	0%
Total	2,906,658	100%	53,604	99%	15,389	100%	11,995	100%

DCFS is working to address the issue of disproportionality through programs such as faith-based initiatives and Eliminating Racial Disproportionality and Disparity (ERDD). Two DCFS offices (Pomona and Metro North) participate in the California Disproportionality Project (Since, September 5, 2008). The project includes Breakthrough Series Collaboratives (BSC) in which a team²³ made up of County and child welfare stakeholders assist each office in developing and carrying out action items and small tests of change to reduce disproportionality and disparity found in child welfare practice within each of their geographic areas offices.

Service Planning Area 3, which includes the Pomona office, has demonstrated marked improvements in addressing disproportionality through the implementation of ERDD strategies. Key elements and efforts to address ERDD include engaging DCFS office staff and executive level staff through trainings and workgroups, continued focus on data, and research on effective programs and practices. An example of an effective practice developed is a Pomona Action Group that provides advocacy for families during TDM meetings and conducts monthly case conferences for African American Families.

African Americans represent 6% of the population in the city of Pomona; however as of FY 2006-07 African American children represented 27% of caseloads. Since FY 2007-08, the Pomona office, through ERDD, decreased the caseload of African Americans by 23.9% (from 24.3% at the beginning of FY 2007-08 to 18.5% by the end of FY 2009-10). Since FY 2007-08, removals decreased by 10.3% and group home placements declined by 10.3% (from 45.7% in 2007-08 to 41%) in FY 2009-10. Due to the above stated success of ERDD, DCFS executive and senior managers' are coordinating expansion across the Department.

²³ Regional Administrators (RA), Assistant Regional Administrators (ARA), and day-to-day managers from the Pomona and Metro North offices, respectively, as well as a Children Social Worker (CSW), a Supervising Children Social Worker (SCSW), a birth-parent partner, a youth representative, a community partner, and a Hearing Officer from Dependency Court

DCFS is one of four counties working with the CDSS California Partners for Permanency (CAPP) grant. Through work with the grant, DCFS plans to develop a practice model to ensure permanency for African American youth who have suffered the effects of ERDD. The Pomona, Torrance and Wateridge DCFS offices are participating in the CAPP grant. While targeting reunification, adoption and guardianship, it is anticipated that the grant work will flow "upstream" to removals, substantiations and case openings.

Measure S1.1: No Recurrence of Maltreatment –Percent of children not Victims of Repeat Maltreatment 6 months after the initial substantiation.

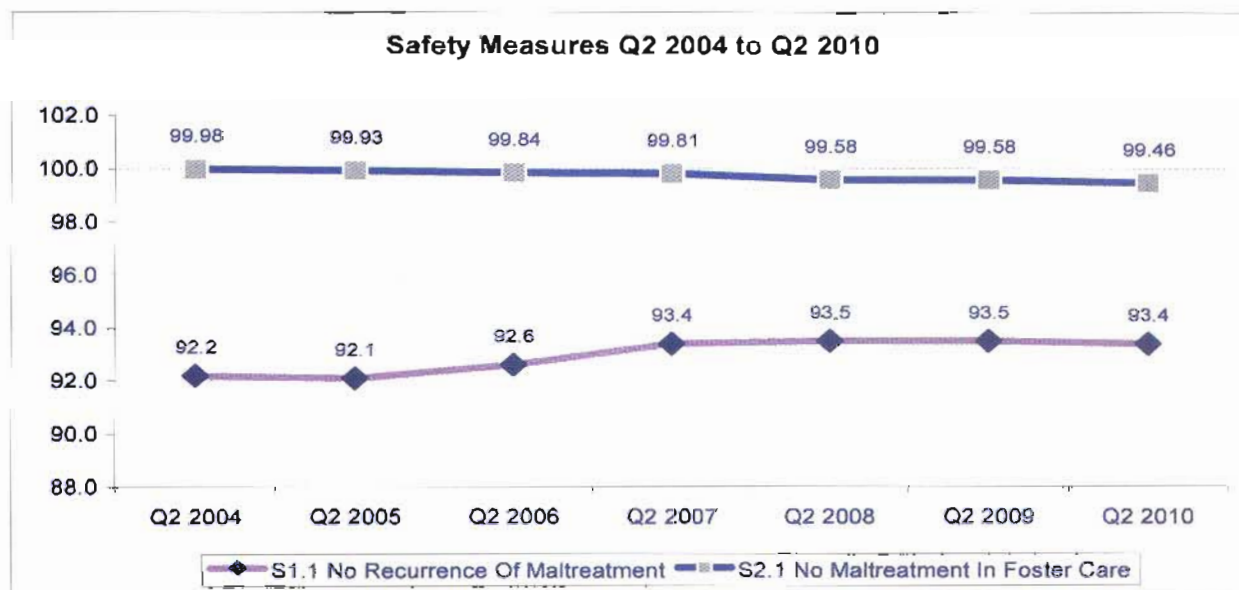


Figure 4

Source: CWS/CMS Dynamic Reporting System, UC Berkeley

Since Q2 2007, DCFS has maintained the same performance level (93.4%) as the most current quarter (Q2 2010). (Figure 4) Currently, 93.4% of children did not experience repeat maltreatment during the 6 month period following an initial substantiated abuse report. DCFS is 1.3% from meeting the National Standard and State-wide performance goal. The seven year trend for this measure shows that 1.3 fewer children experience repeat maltreatment in 2010 compared to 2004.

DCFS has implemented multiple strategies to improve the safety of children e.g.: Structured Decision Making (SDM), Team Decision Making (TDM), Multidisciplinary Assessment Teams (MAT), Differential Response (DR), and the Point of Engagement (POE) service delivery system. Families are systematically assessed for safety, risk

and needs through a standardized safety assessment process, Structured Decision Making (SDM). Some components of SDM include:

- Risk Assessments;
- Safety Assessment;
- Family Strength and Needs Assessment completed within 30 days of the first face-to-face contact and at each six month review; and
- Reunification Assessment.

SDM assessment tools guide social workers and provider in the matching of child and family need with services. Determination of the child and family's physical, psychological, medical and educational needs is done through TDM and in partnership with parties in the case. Reducing reoccurrence of maltreatment includes reducing family stressors, appropriate prevention strategies and family links with community supports.

The implementation of the Linkages Project in the County is an example of a partnership between DCFS and the Department of Social Services (DPSS) that is designed to provide comprehensive, individualized services to families. Linkages support families in achieving the goals of self-sufficiency and safety for their children when being served by DCFS and DPSS. Linkages protocols are designed to enhance communication and case coordination between the child welfare social worker and the CalWORKS social worker. These two departments collaborate to improve outcomes for at-risk children and families.

Medical assessments are completed on all newly detained children through Medical Hubs located throughout Los Angeles County. High-risk children and children from infancy to three years of age must be examined within the first 72 hours of their initial placement. All other children are to have their Initial Medical Examination within the first 30 days of their initial placement. Public Health Nurses (PHN) are co-located within each regional DCFS office to help assure that children's medical needs are met. PHNs provide resources to parent(s) i.e., locate a medical provider if appropriate, consult with school personnel, and consult with hospital personnel or medical discharge planner. A PHN may request and enter children's medical records, call community agencies for various resources and document findings and actions taken in the Health Notebook on CWS/CMS.

DCFS along with other County departments (e.g., Department of Mental Health [DMH], the Department of Health Services [DHS], Probation Department, and the Department of Public Social Services [DPSS]) collaborate to remove barriers to services and to assist children and families in receiving appropriate, timely support. Mental health

issues within a family can be stressful to all involved. MAT assessments and Up-Front Assessment (UFA) focus on the psychological needs of children and families. Children System of Care (SOC), a collaborative effort between DMH, DCFS, and Probation, as well as school districts, parents, and communities, is an intensive, comprehensive and innovative program that works by preventing children from being removed from their families when faced with behavioral and emotional challenges. Services are focused on child and family strengths and serving the families within their community with cultural sensitivity and support.

Regular contact with a child and family can support reduction in re-occurrence of maltreatment. DCFS social workers conducted timely (95.0%) monthly family and child visits in the 3 month performance measure. (UC Berkeley Q3 2010) Supervising Children Social Workers verify and monitor the quality of the CSW visits with the child, through documentation on CWS/CMS. The compliance rate for completing timely monthly contact by social workers has risen by 4.3% since Q2 2007.

Los Angeles County CSWs respond to child abuse/neglect referrals²⁴ in a timely manner, thereby increasing the likelihood that children and families are provided with a safety assessment and services in order to avoid any potential repeat maltreatment. CWS/CMS reflect that CSWs are able to complete their initial contact in a timely manner 97.7% of the time for immediate referrals²⁵ and 95.3% of the time for 10 day referrals²⁶. The County requirement for timely investigation for non-immediate referrals surpasses State and National standards by mandating that all non-immediate referral responses be conducted within 5 working days following the receipt of that referral. The current 5-Day referral compliance rate for Los Angeles County (June 2009-June 2010) is 96.9% (Performance Counts DCFS Cognos).²⁷

Measure S2.1 No Maltreatment in Foster Care:

Comparison of outcome figures from UC Berkeley second quarter (Q2) for 2007 with that of Q2 for 2010 indicates that County performance on this measure declined by 0.4%. (Figure 4) Comparative State-wide performance figures show a slight decline in performance (0.2%) as well. The slight trend towards decline in performance would suggest that further review of this measure is advisable.

²⁴ Referral is investigation of reported child abuse

²⁵ Immediate referrals are responded to within 24 hours

²⁶ 10 day referrals response time

²⁷ DCFS ER over 60 challenges refer to timely closure of the investigation.

Measures C1.1, C1.2, and C1.3: Reunification: How effective is DCFS in helping children in foster care return safely to their families within a 12 month period.

In the past decade, 2000 to 2010, DCFS has seen a significant decreased the number of children in out-of-home care. (Figure 5) California law requires, except in specified exceptional circumstances, that reasonable efforts to return the child to his or her family occur for at least 12 months; for children who are three years or younger, the time period is six months. Reunification services may be extended up to a total of 18 months upon a Court finding of a compelling reason²⁸. When reunification services are terminated, the court is required to order a selection and implementation hearing to determine a plan of permanence, (e.g., adoption or legal guardianship). Figure 6 shows that over the past ten years DCFS has significantly reduced the number of children residing in out-of-home care.

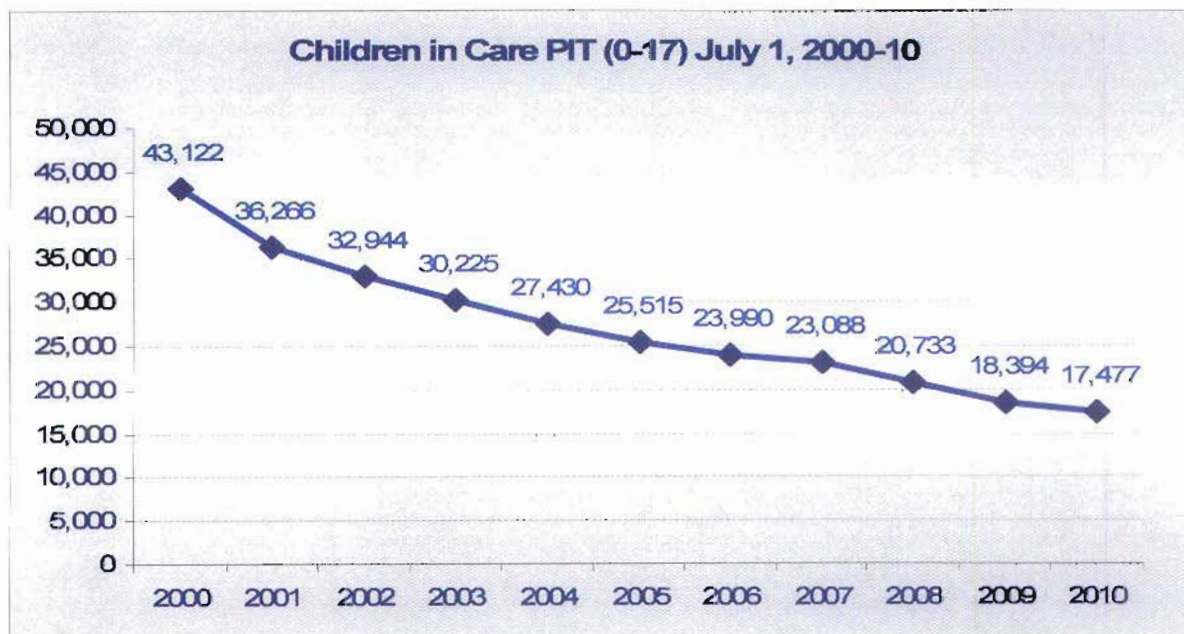


Figure 5

Source: CWS/CMS Dynamic Reporting System, UC Berkeley Point-in-Time report for Los Angeles County

²⁸ There is a substantial probability the child will be returned if services are provided for another six months.

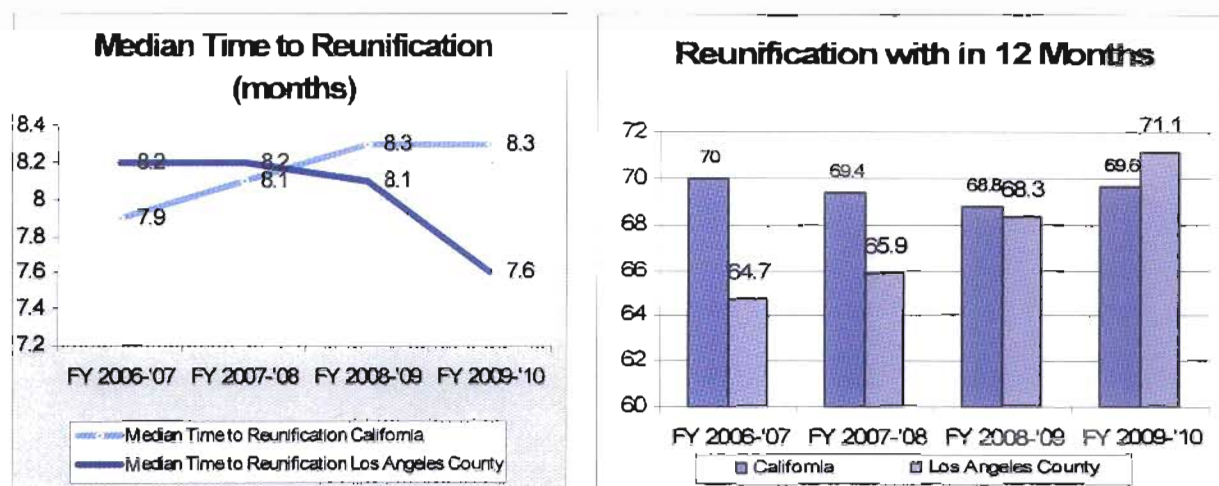


Figure 6 and Figure 7: Reunification for California and for Los Angeles County

Source: CWS/CMS Dynamic Reporting System, UC Berkeley

Los Angeles County has made continual improvement in reunifying children with their families in less than 12 months from the date of the latest removal from home

- (C1.1). Starting from 61.3% of children reunified during FY 2006-2007 to 67.0% of children being reunified during FY 2009-2010, a 9.1% increase.
- The median length of stay for children in foster care (C1.2) has declined from 8.2 months in 2006-07 to 7.6 months in FY 2009-2010, resulting in a 7.3% decline in the length of stay (months).
- The most dramatic performance improvement by DCFS can be observed when looking at these measures from the 10 year trend perspective. The median time to reunification (C1.2) has been reduced by 65.3% since 2000 (from 8.2 months to 7.6 months) and 196.4% more children are now reunified within 12 months (C1.1).

Los Angeles County's performance in the entry cohort "Reunification within 12 months" (C1.3) shows that the County has made a 19.4% (from 39.7% in 1/1/06-6/30/06 to 47.4% in 1/1/09-6/30/09) improvement in the timely reunification of children.

The ten year performance trend for C1.3 indicates that there has been a 93.4% improvement in the timely reunification of children. This trend demonstrates that the Department is making concerted efforts to reunify children in a timely manner and the long term increase in this measure attests to the sustained efforts being made to continue reunifying children.

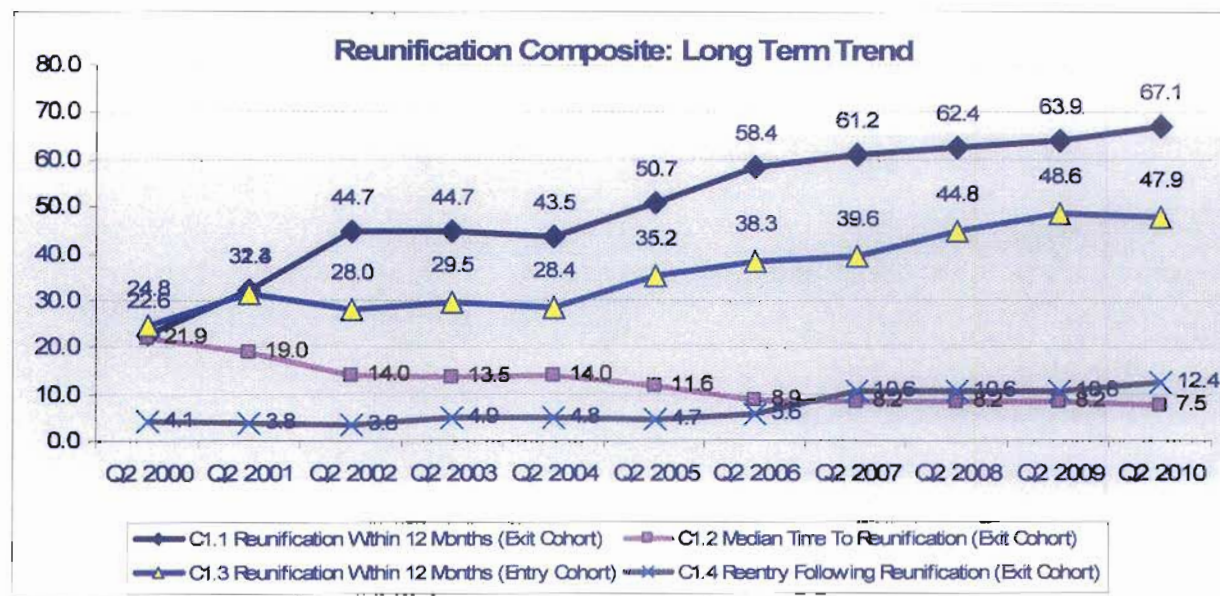


Figure 8

Source: CWS/CMS Dynamic Reporting System, UC Berkeley

Placement Type and Reunification Rates:

Review of timely reunification trends show an improvement in rate of children who reunified within 12 months per placement type during a three year review period (FY 2007-08 to FY 2009-10). For children placed in group homes for the first time, the rate of children who reunified within twelve months increased 36.9% (from 50.9% to 69.7%). For children placed in foster family homes (State licensed) the rate of timely reunification improved 22.0% ((from 55.6% to 62.1%).5% reunify. The rate of reunification for children who are placed with a relative increased 5.4% (from 60.8% to 64.1%); while the rate of children placed in Foster Family Agency (FFA) placements who reunified within 12 months increased 5.5% (from 67.8% to 71.5%).

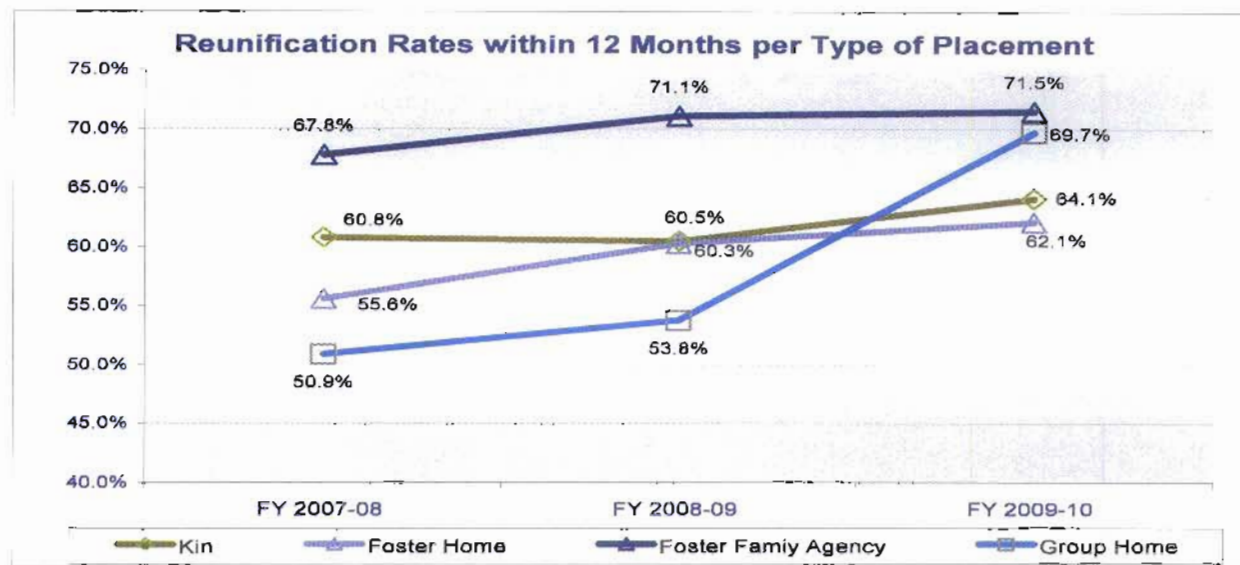


Figure 9

Source: CWS/CMS Dynamic Reporting System, UC Berkeley

Measure C1.4: Re-entry Following Reunification: How effective is DCFS in preventing multiple entries of children into foster care.

One challenge with increased reunification is the possibility of increased re-entry into the child welfare system. Los Angeles County's performance on this measure has declined since FY 2004-2005, even though the most current performance indicates that the county has shown a 1.9% improvement from Q1 2008 to Q1 2009. Current performance comparisons between Q2 2007 and Q2 2010 indicate that 15.9% more children re-entered the system within 12 months following reunification. The ten year trend for this measure indicates that the rate of re-entry has increased by 206.7% since 2000. There seems to be correlation between increased re-entry rates and the County's increase in reunification of children in the child welfare system. Since 2000, the rate of reunification of children in the child welfare system within 12 months (exit cohort) has increased by 196.4% and the rate of reunification of children within 12 months (entry cohort) has increased by 93.4%.

Efforts have been made by Los Angeles County to better understand the reasons for the current trend of increasing re-entry rates. The county has completed two studies; one looked at re-entry and the other successful reunifications. Thirty randomly selected samples re-entry cases and successful reunification cases were reviewed to identify elements that influence the successful transition of children into permanency through reunification. Outcomes of the two studies indicate that the underlying factor to the success of or failure of reunification is the quality of the initial assessment and the appropriate matching of service with the needs of the family (DCFS 2009). Reentry will

be a focus area for the County's 2011-16 System Improvement Plan and strategies are being developed.

Re-entry by Ethnicity and Age:

Percentage of children (by ethnicity) that re-entered foster care based on FY 2008-09 Family-to-Family reports are Hispanic children (53.8%), followed by African American (33.4%), White (10.3%), Asian/Pacific Islander (1.8%) and American Indian children (0.7%).

In our review of re-entry by age figures in our previous CSA report covering FY 2004-07, the most common age for children to re-enter foster care were between 5 and 9 years old (24.8%), followed by 10 to 13 year olds (23%), 0-2 year olds (21.8%). However, our most current Family-to-Family report covering FY 2008-09 indicates that the highest percentage (29.6%) of children that re-entered foster care was from birth to two years of age. Children 5 to 9 years of age comprised 22% of the re-entry rates; a third age group 10 to 13 year old child group made up 18.7% of children who re-entered.

Re-entry by Placement Type:

Consistent with performances in timely reunification data, whereby Foster Family Agencies, Foster Homes and Group Homes are likely to reunify children more quickly, these same placement resources show higher rates of re-entry into system. There seems also to be a correlation between the restrictive nature of the placement children experience and the likelihood that children will re-enter the system within 12 months (DCFS Re-entry Study 2008). Re-entry into foster care has increased in Los Angeles County for all placement types except for children placed with legal guardians.

Table 48: Placement Types

Placement Type	FY 2006-07 %	FY 2007-08 %	FY 2008-09 %	Increase/ Decrease in Re-entry Rates
Relative Placement	8.5	8.5	9.9	16.5
Guardian	9	7.8	8	-11.1
Foster Home	13.6	20.9	18.7	37.5
Foster Family Agency	11.7	11	13.2	12.8
Group Home	21.4	25.8	26.5	23.8

Source: CWS/CMS Dynamic Reporting System, UC Berkeley

Although performance decreased on this measure, the County has policies and practices that support the identification and on-going assessment of safety factors and

service needs. The implementation of SDM, TDM, Wraparound, Family Preservation, and assessment practices by the CSW all help to address those critical factors that influence whether or not a child may re-enter foster care. Continued efforts to build parental capacity to provide a safe environment with enhanced after-care supports in the community are areas that will be explored in the County System Improvement Plan.

Measure C2.1: Adoption Within 24 Months (Exit Cohort)/Measure C2.2 Median Time to Adoption/C2.3 Adoption Within 12 Months (17 months in care), C2.4 Legally free within 6 Months, C2.5 Adoption within 12 months (Legally Free): How effective is DCFS in achieving timely adoption when that is appropriate for a child.

The Los Angeles County Department of Children and Family Services has shown great stride in improving its performance as it relates to:

- C2.1: As of Q2 2010 there were 33.3% more children legally freed for adoption from the pool of children that have been in care for 17 months or more;
- C2.2: The median time to adoption has decreased from 33.5 months in Q2 2007 to 32.9 months in Q2 2010, a 1.8% improvement;
- C2.3: Adoption within 12 months for children in care 17 months or more. Since Q2 2007, Los Angeles County has shown 46.2% improvement in this area;
- C2.4: Legally free within six months, most current data available for Q2 2010 indicates that a 33.5% improvement; and
- C2.5: Adoption within 12 months for children legally freed shows a 21.1% improvement.

Looking at the ten year trend (since Q2 2000) for the above indicated measures, Los Angeles County has increased by 211.5% Adoption within 24 months (C2.1), reduced the Median time to Adoption by 25.4% (C2.2), improved the rate of Adoption within 12 months of children in care for 17 months or more by 174.7% (C2.3), increased the numbers of legally free children for adoption by 29.8% (C2.4) and increased the number of adoptions of legally free children who have been in care for 17 months or more, by 226.1% (C2.5). (Figure 10)

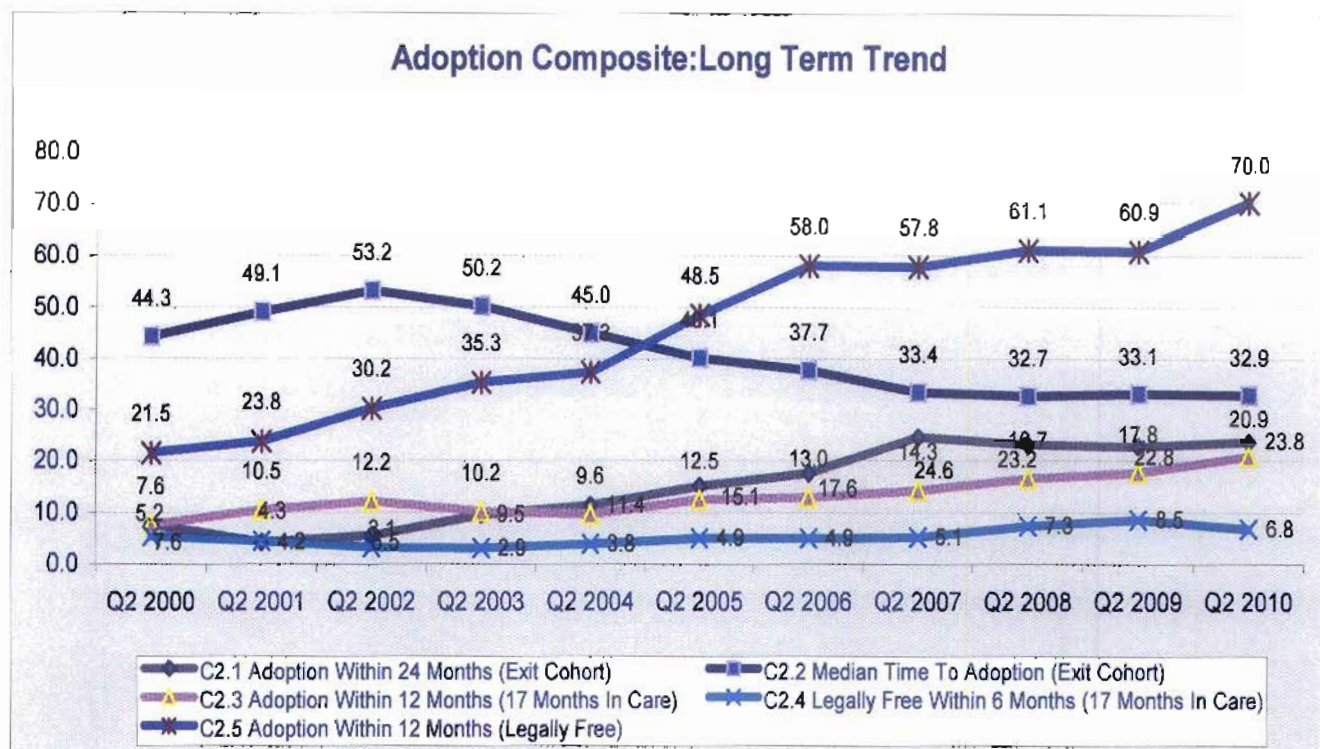


Figure 10

Source: CWS/CMS Dynamic Reporting System, UC Berkeley

Programs and initiatives that have influenced the positive long term adoption related trend include Concurrent Planning Redesign, Team Decision Making (TDM), the practice of full disclosure and family finding, as well as the current requirement of dual licensing of placement homes for both foster and adoptive placement. Programs such as Older Youth Adoption Project, which focused on increasing adoptions for children nine years and older who are living under a permanent plan living arrangement (PPLA) promoted permanency practice change older youth. Adoption Promotion and Support Services provides for support both to children and families throughout the adoption process and engages in permanency (support/discussion) with reticent children who might otherwise be overlooked.

Prior to consolidation of the adoption home study /foster care approval process, families interested in caring for a foster child were required to be licensed by the State of California and approved by DCFS, which included completing MAPP classes and a family assessment. Once a child was placed in the home it could take from 6 to 18 months before adoption was identified as the permanent plan for the child. It could take up to an additional 15 months to complete the adoptive home study. This consolidated approach to recruiting and assessing families was developed to reduce the length of time a child is in foster care and is able to reach permanence. This is accomplished by:

- Preparing all families to become resource families;
- Reducing the duplication of processes, documentation and interviews for families;
- Assisting all families in meeting the CDSS Adoption Regulations for placement of a child; and
- Thoroughly addressing issues that may affect child safety and well being prior to a child being placed in the home.

Challenges in the adoption process with successfully finalized adoptions within 24 months include hesitation by some relatives to adopt children of their kin, the child's special needs which might be challenging for the relative to fulfill, and the nature of adoption study process which is (generally lengthy and time consuming). Other resource related issues also result in delayed finalized adoptions, e.g., distance of the resource family from the home/community of the child, issues with child/parent visitation, issues with court orders, and improper court notices. Additionally, Court calendar delays finalizing adoptions due to the volume of cases that need to be heard.

Measure C3.1, C3.2, C3.3: Exits to Permanency (24 Months in Care): How effective is DCFS in providing permanency for youth who have been in foster care for at least 24 months.

In the previous County Self-Assessment report covering the periods 2004-07, Los Angeles County reported that there was a decline in performance on measure C3.1 Exits to Permanency for children who have been in care for 24 months or more. During the subsequent three fiscal years (FY 2006-07 through FY 2008-09) however, Los Angeles county has made a substantial improvement in this measure, an improvement of 38.5% (measure C3.1). Long term trend view for this measure indicates performance improvement since Q2 2000, currently up by 15.8%.

Exits to Permanency for children legally freed at exit (C3.2), the fourth quarter performance trend indicates that between Q2 2007 and Q2 2010, there has been no change in performance for this measure. Los Angeles County has met and exceeded the National standard by 1.3%. Los Angeles County is currently registering the same degree of performance (96.7%) for this measure as the state-wide average. A Long term trend for this measure indicates that both Los Angeles County and state-wide performance have declined since Q1 2000. Los Angeles County's ten year performance declined by 2.4%, while California State-wide performance declined by 2%.

Outcome measure C3.3 considers the percentage of youth in care for three years or longer who are emancipating or age 18. The County has made improvements by lowering the number of children in care three years or longer by 9.6% for the time period Q2 2007 to Q2 2010. For the same measure, Los Angeles County has performed 1.0% better than State-wide performance for the same time period. However, Los Angeles County remains 62% below the National standard performance of 37.5%. Long term trend for this measure indicates that since 2000, Los Angeles County's performance has declined by 2.3%.

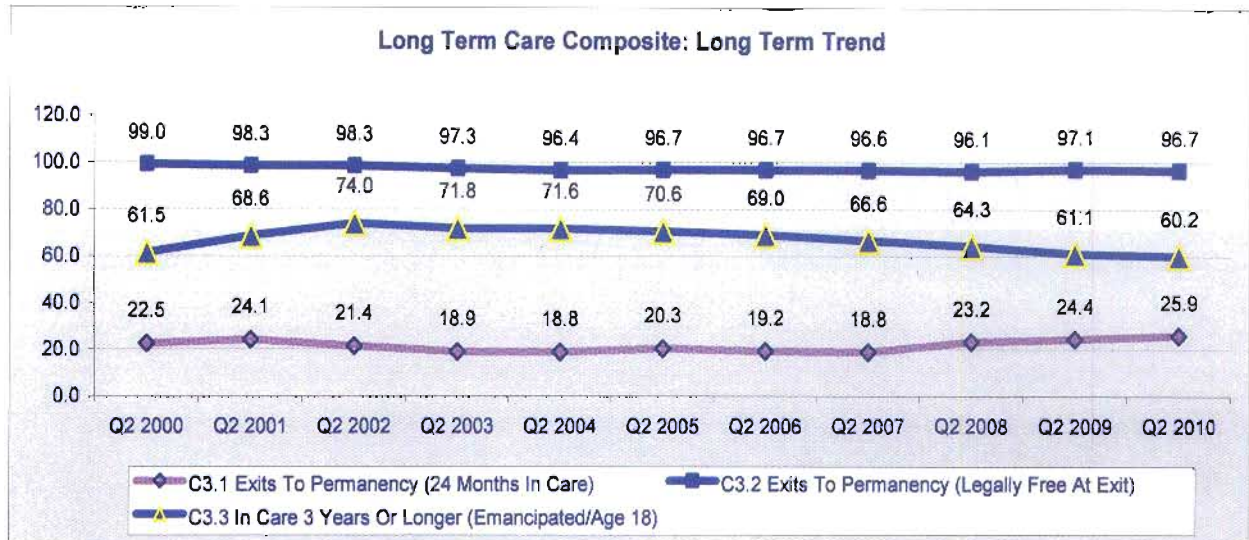


Figure 11

Source: CWS/CMS Dynamic Reporting System, UC Berkeley

Reasons cited for some of the improvements in the permanency measures include the utilization of Regional Permanency Review Team (RPRT) in some DCFS offices. The RPRT is a multidisciplinary team of child welfare, mental health and education professionals who meet on a weekly basis to review long-term foster care cases for the purpose of developing a plan to provide permanency for children in Planned Permanent Living Arrangement (formerly long-term foster care). Also, DCFS has assigned staff to do family finding activities, working with children to identify relatives or family friends that might offer opportunities for permanent connections.

Measures C4.1, C4.2, and C4.3: Placement Stability: How effective is DCFS with providing placement stability for children in foster care?

Los Angeles County's outcome for placement stability measures, which are designed to measure the number of placements a child experiences while in foster care, indicate that the County has made improvements in two of the three measures designed to gauge performance. (Figure 12) On measure C4.1 Placement Stability (8 days to 12

months in care), Los Angeles County's performance on this measure has declined by 1.7% between Q2 2007 and Q2 2010. The ten year performance trend for this measure indicates 1.6% performance improvement and currently the County performs 0.2% below the National standard. Comparisons to the State-wide performance indicate that Los Angeles County is 2.9% above the State-wide figures.

For measure C4.2 Placement Stability (12 to 24 months in Care), Los Angeles County has had a 7.8% decline in performance since 2007 and the ten year performance trend shows 0.4% improvement in performance. For the same measure, currently Los Angeles County is almost 20% above the state-wide performance.

Measure C4.3, designed to monitor placement stability for children in care for 24 or more months, indicate that Los Angeles County has made a 1.0% reduction in performance on this measure since Q2 2007. The County has met and exceeded the National standard by 8.0%, while performing 1.8% above the state-wide performance. Long term trend for this measure indicate that since FY 2000-01, County performance declined by 31.7%. This might translate into children who have deeper service needs tend to stay longer in the system and tend to have more placements due to their service needs.

The most current figures available from DCFS' Family-to-Family report (local DCFS data source) for fiscal year 2009-10, for placement stability vs. time-in-care, indicate that 86% of children experienced less than two placements within 12 months and 14% of children experienced more than two placements. Looking at longer timeframes for this stability measure indicate that for children in care 12-24 months, 67% experienced two or fewer placements, while 33% experienced more than two placements. The percentages jump for children in placement for more than 24 months; 39% for two or less placements and 61% for more than two placements. The above figures indicate that the longer children stay in the system, the more likely they are to experience less stability in placement.

Placement Stability: Long Term Trend

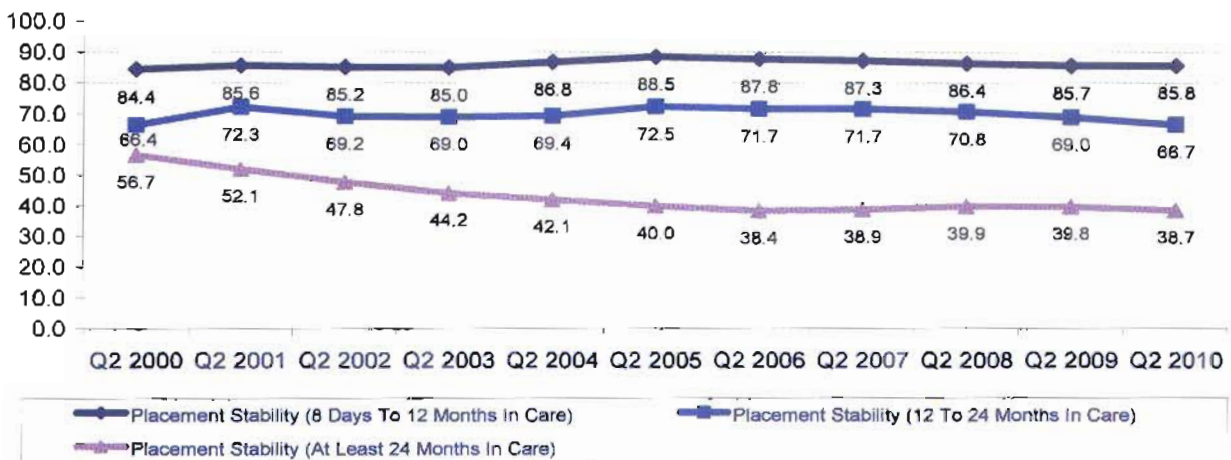


Figure 12

Source: CWS/CMS Dynamic Reporting System, UC Berkeley

Placement Stability and Ethnicity:

Looking at the placement stability figures by ethnicity for children in care 8 days to 12 months, for fiscal year 2008-09, it is noticeable that there are varying stability percentages by ethnicity. For Asian/Pacific Islander children, 88.8% experience fewer than two placements within a year and 87.0% of Whites experience fewer than two placements within a year; Hispanics are a close third in placement stability at 86.8% and the placement stability score for African American children is at 83.2%. Children of American Indian/Alaskan Native decent showed the lowest percentage of placement stability at 82.2%.

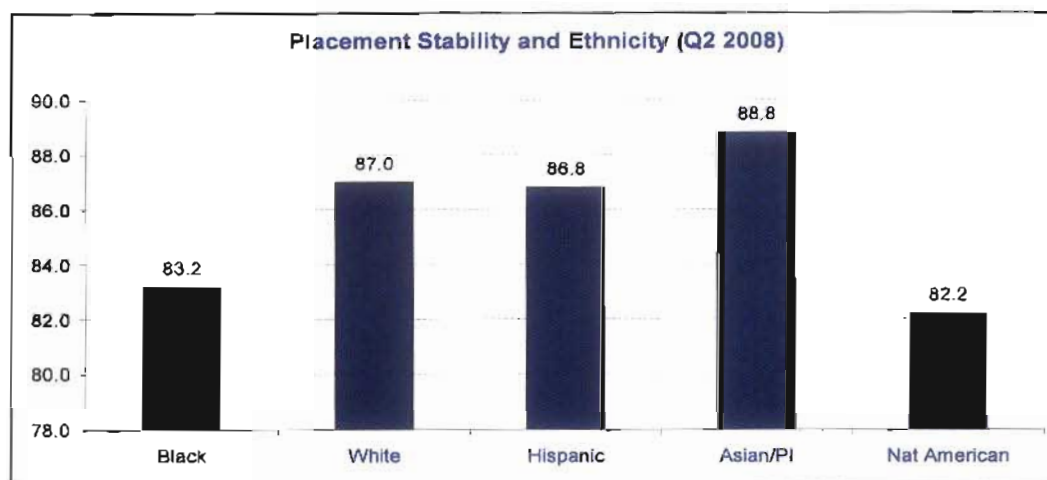


Figure 13: Source: CWS/CMS Dynamic Reporting System, UC Berkeley

Placement Stability and Age of Child:

Looking at the placement stability of children who are in the system from 8 days to 12 months, indicated that the age of the child may have some effect on the stability of the placement. Children of various age groups showed placement stability range between 81% and 89%. Younger children continue to experience a relatively higher degree of stability during this review period, older children showed a higher degree of placement stability compared to the previous CSA reporting period. For FY 2008-09, 89.2% of children 0-1 year, 86.5% of children 1-2 years of age, 88.2% of children 3-5 years of age, 85.7% of children 6-10 years of age, 82.4% of children 11-15 years of age, and 81.2% of youth 16-17 years of age, experienced two or less placements when their stay in foster care lasted 12 months or less.

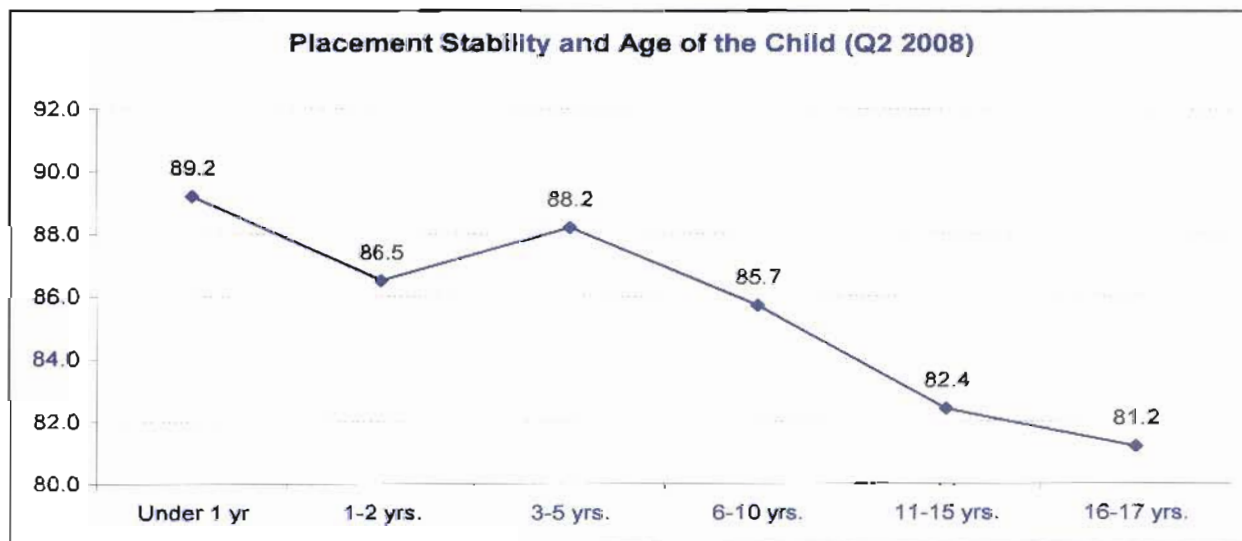


Figure 14

Source: CWS/CMS Dynamic Reporting System, UC Berkeley

DCFS policy and programs/initiatives such as Family-to-Family, Point of Engagement, and Team Decision Making all help to strengthen placement stability. All programs and initiatives promote the practice of placing children in the least restrictive, most family-like setting. Further, placement considerations include; suitable placement to meet the child's needs, location within the child's community of origin if possible, and permanency for the child if Family Reunification is unsuccessful.

If the non-custodial parent is unable to care for the child and there is no appropriate relative/non-related extended family member placement available, CWS/CMS is utilized by DCFS to search for and to locate an appropriate placement based on the description that the social worker provides. CWS/CMS, via the Licensing Information System (LIS),

has the ability to provide vacancy information on out-of-home care facilities. Characteristics of the child are matched to the acceptance criteria of the facility to produce the best placement match. Upon receipt of the CWS/CMS printout of the placement options that are available to the child, the social worker reviews the options and contacts each facility to provide specific information about the child, until an appropriate placement is located.

DCFS has Adoption Placement and Recruitment Units which help to locate available and appropriate permanency resource homes for children when:

- A child meets the requirement for Fast Track to Permanency (Court orders no reunification services);
- An infant is Safely Surrendered;
- A parent voluntary relinquishes parental rights; and/or
- A child is age three or younger and cannot be placed with siblings or a relative/non-relative extended family caregiver.

The Family-to-Family Initiative supports placement stability through Placement Move TDMs. The purpose of Placement Move TDMs is to preserve the child's placement, if it is safe and appropriate to do so. During the Placement Move TDMs, the child's critical needs are discussed, along with a description of the services that have been provided. An assessment of what is needed to stabilize the placement is completed. The caregiver, youth (age 10 and older), current service providers, and family supports are invited to provide information as to the child's functioning in school, the community, and placement. Behaviors and the mental health of the child is discussed to determine if there are any safety factors present that must be resolved. During the Placement Move TDM, the caregiver's capabilities to meet the child's needs are also addressed. If support is needed, additional services are put in place in order to maintain the placement; if not, then a decision is made as to whether the child needs to be moved to a different level of care.

Measure 2B: Timely Responses to Immediate and 10 Day Referrals: How effective is DCFS in responding to incoming reports of child maltreatment in a timely manner.

DCFS has maintained a 97.7% compliance rate for responding to those child protection referrals that require an immediate response 2B (Immediate Response Referral). The performance rate remains the same since Q2 2007. The long term performance trend for this measure indicates that the County's performance has improved by 2.9% since 2000. Los Angeles County also maintains a 1.71% better compliance rate compared to state-wide performance; there is no National standard for this measure.

For measure 2B (10-day response referral compliance), Los Angeles County currently has a 95.3% compliance rate, which is down by about 3.5% from that of Q2 2007 and 0.5% decline in performance rate since 2000. The County's compliance rate for this measure is 1.0% above the state-wide performance for California.

DCFS supervisors, managers, and staff are able to track and monitor compliance with responding to referrals via the availability of real time data on the DCFS intranet web-site, The Site. Having this data posted online serves as a mechanism for quality assurance and is utilized as a management tool. In addition, the implementation of SDM is believed to promote a uniform practice of assessing safety, risk, and needs which allows DCFS to improve response timeliness.

Since 2005, the county has contracted with information 2-1-1, so that non-emergency callers to the DCFS Child Protection Hotline, are connected with possible resource referrals. Child abuse/neglect referrals, that warrant face-to-face investigations, based on the SDM results, are assigned geographically so that timely investigations are conducted.

One of the challenges to responding to referrals in a timely manner is staffing movement. Staff changes increase the workload of the remaining social workers, which then impacts their ability to respond to referrals timely. Further, during the past three fiscal periods, referral rates have increased by 3.7%. Other factors that impact the expected timeframes are the geographic size of the County, challenges of traffic congestion and difficulties locating families.

Measure 2C: Timely Social Worker Visits with Child: Of all children who required monthly social worker visit, what percent received monthly visits.

Los Angeles County's compliance with measure 2C shows continued improvement since Q2 2007 for first month, second month and third month observations. The first month observation for measure 2C indicates a 3.4% improvement over Q2 2007; no long term (Q2 2000) comparison figure is currently available.

Second month compliance observation for monthly social worker visits of children indicates 4.1% performance improvement since Q2 2007. No long term (Q2 2000) comparison figure is currently available.

Third month observation for monthly social worker visit measure indicates that Los Angeles County has made 4.3% improvement on this measure since Q2 2007. The long term compliance rate for this measure (since Q2 2000) indicates that the County

has made 92.5% improvement on this measure. The County shows a 1.0% comparative performance improvement over state-wide performance.

Measure 4A: Sibling Placement: How effective is DCFS in placing sibling groups together.

Point-in-Time (PIT) figures for sibling group placement indicate that as of July 1, 2010, the number of siblings who are all placed together is 6,403, which represents 51.7% of sibling groups in the system. Long term performance trend for this particular measure indicates that the County has made a 25.7% improvement in placing children with siblings compared to Q2 2000.

The number of children who are placed with all or some of their siblings as of July 1, 2010 is 72.7%, which represents 8,997 children. DCFS shows continuous improvement in placing children with some or all siblings, going from 70.5% for placement of all siblings in Q2 2007 to 70.6% in Q2 2010 which represents 6.9% improvement.

Table 47: Sibling Placement Trends from April 2007

Sibling Placement Trend	Placements with All Siblings				Placements with All or Some Siblings			
	2007	2008	2009	2010	2007	2008	2009	2010
April 1								
Overall Placement Figures	46.7%	49.7%	51.5%	51.9%	70.2%	71.8%	72.8%	72.6%

Data Source: UC Berkeley CWS/CMS Dynamic Report System

When considering placement of siblings in out-of-home care, DCFS protocol mandates that the ER Worker speak to each child and explore his/her feelings about being placed with the identified sibling(s). The ER Worker is to obtain information as to whether or not the siblings were raised together in the same home, and whether or not the siblings have shared significant common experiences or have a close and strong bond. In addition, the ER Worker's interview with each child must include questioning regarding his or her desire to live or visit with the sibling(s), as the social worker needs to determine whether or not on-going contact is in the child's best emotional interests. The ER Worker assesses each child's responses and preferences to determine a child's placement needs. Also, a TDM would be in order whenever placement is being considered.

Other protocols that support the placement of siblings together include the social worker obtaining a CWS/CMS Client Search on the child to locate siblings who may also be receiving DCFS services. If a sibling is identified as having another social worker, the placing worker is to discuss possible sibling placement with the other CSW providing services to a sibling. If a sibling is in an adoptive placement, the placing social worker

contacts the assigned Adoption social worker or the Adoption Liaison and requests permission to contact the family to explore the possibility of placing the child in their home, if appropriate.

If the siblings are not able to reside together in foster care, the ER Worker or the case-carrying worker must establish a schedule for sibling contact, unless the court has ordered otherwise. The sibling contact and visitation schedule is to be incorporated into the case plan and reported to the Court. Caregivers are reminded by the social worker, as well as through training, to promote and encourage contact between siblings whenever appropriate.

The greatest challenge to placing sibling groups together, especially larger sibling groups, is finding foster homes that are able and willing to provide care for large groups, especially when one or more of the children have serious emotional, behavioral, or developmental challenges. Additionally, licensing requirements may limit the number of children allowed to be in one home.

To address some of these challenges, Family-to-Family's core strategy of developing resource families in communities is being incorporated into Departmental recruitment efforts, which includes campaigning for the need of foster homes who can accept sibling groups. The recruitment division also has a committee that works specifically on addressing the challenges of placing sibling groups together.

Measure 4B: Placement Type: How effective is DCFS in placing children in the least restrictive, most family-like setting.

Placement Type: First Placement

The County continues to advocate appropriate relative placement as the primary placement selection preference for children needing out-of-home care. Looking at Point-in-Time figures for this measure, since April '07 - March '08, relative placements have dropped in Los Angeles County by 27.1% (as of April '09 - March '10). (Table 38) State-wide trends for this measure, show a 20.9% drop in California. In order to explore outcome measure 4B further SIP strategies will include evaluation of barriers to first time placement in relative care.

Foster Family Agency (FFA) placements in the County have increased by 12.8% since April '07-March '08. Currently, there are 6,097 children placed in an FFA compared to 5,407 children placed in an FFA by April '07-March '08. State-wide trend in the use of FFA placements indicate 1.3% less use. Group home placements from April '07-March

'08 indicate that 12.7% less children are being placed in group homes and state-wide performance indicates a 29.1% decline in group home use.

Placement Type: Point-in-Time

The Department of Children and Family Services gives placement priority for children in the least restrictive setting, as long as the placement does not compromise the safety of the child. Current point-in-time placement figures (July 1, 2010) indicate that relative placements declined by 4.2% in Los Angeles County. Comparison of this figure with that of First Entry relative placement figures indicate that as of the first day of July 2010, there was 44% more placement with relatives (First Entry -25.6% Vs. PIT 36.9%). However, the relative placement decline both in the First Entry observation and PIT observation indicate that challenges remain with meeting federal placement requirement such as Criminal Clearance.

The overall P.I.T. placement figures indicate that placements in foster homes and group homes declined by 1.4% and 6.8%, respectively; however placements in FFA settings increased by 23.6%, possibly indicating that in the absence of the availability of relatives and/or state licensed foster homes social workers must rely on placing children with Foster Family Agency (FFA).

Measure 4E (1): How effective is DCFS in placing ICWA eligible children in culturally appropriate placement settings, as defined by ICWA.

American Indian/Alaskan Native (AI/AN) children in the foster care system, (comparison of data from April 1, 2007 with that of April 1, 2010) data show that relative placements for this population have declined 17.2%. (Table 39) Placements with non-relative AI/AN substitute care providers have increased by 16.7% and placements with non-AI/AN substitute care providers went up 27.4%. The County is challenges by insufficient numbers of AI/AN resource families. DCFS is working with the Tribal community on recruitment to build access to AI/AN placement homes.

Measure 4E (2) Percent of Indian Children (Primary and Multi-Ethnic) Placement Preferences

There has been dramatic decline in the rate of placement of American Indian/Alaskan Native (AI/AN) children (primary and multi-ethnic) with relatives. The rate of placement for such children declined 20% state-wide and 31.9% in Los Angeles County. For the same population however, non-relative AI/AN and non- AI/AN substitute care provider placements showed no change during the current period of review. State-wide there was 38% reduction in placement with non-relative AI/AN caretakers and 16% reduction

in placement with non-relative, non- AI/AN substitute care providers. Placement with non-relative caregivers whose ethnicity is missing has increased by 7.1% in Los Angeles County and 3.9% state-wide .

Measure 5F Authorization for Psychotropic Medications: Foster Children Authorized for Psychotropic Medications:

The number of children in an out-of-home care in the County who have authorized psychotropic medication, has increased from 12.5% in April-June 2007 to 14.6% in April-June 2010; this is an increase of 16.8% over four years. The increase rate state-wide is 42.7% over the same four year period. DCFS has established units that specifically assist with psychotropic medication authorization review and timely Court authorization. Partnerships with the Department of Mental Health and integration of focus on mental health needs of children have impacted heightened awareness of authorization requirements. Psychotropic medication authorizations are included in specialized foster care rate (D-Rate) of payment, service provision and caretaker training requirements. Re-authorizations are required every six months.

Individual Education Plan (IEP):

The Department values the importance of education for children who have involvement with child welfare services. As such social workers are encouraged and a policy is in effect directing workers to enter IEP related information into CWS/CMS in a timely manner. However, at the current time the relatively low number of children with IEP related information entered into CWS/CMS (Table 43) indicates that the data entry process needs to be enhanced. DCFS has a specialized unit of education and mentoring staff who have been assigned to assist staff in data entry. Over the next fiscal year (2011-2012), education data entry will be a focus for the Department.

Measure 8A: Children Transitioning to Self-Sufficient Adulthood (includes both DCFS and Probation Youth). How effective are the agencies is providing transitional services to youth?

The Independent Living Program is a federally funded program that offers supplemental and linkage services and/or direct funds for DCFS/Probation foster youth or former foster youth. Youth 16 to 20 years old are eligible for ILP services if they were in foster care at any time from their 16th to 19th birthday. Youth are eligible for ILP services up to their 21st birthday provided one of the following criteria is met:

- In foster care at any time from their 16th to their 19th birthday. This does not include youth placed in detention facilities, locked facilities, forestry camps,

training schools, facilities that are primarily for the detention of youth who are adjudicated delinquents;

- Medical and psychiatric facilities;
- Voluntary placements;
- Wraparound program participants;
- Youth placed pursuant to an Individualized Education Program (IEP); and
- Guardianship placements in which the youth is not a dependent of the court.

Children who are placed with non-relative legal guardians and children who are returned to the care of their parents at the Disposition hearing do not qualify for ILP services. As youth transition out of childhood they need a different level of support, skills training and guidance. According to the CWS/CMS dynamic reporting figures, in Q1 2008 and Q1 2010, 96.8% and 92.3%, respectively, children have received ILP services; the figures reflect a decline of 4.6% between the two quarters. The youth who participate in ILP services receive training and referrals for transitional housing programs, federal, state, and local housing programs; and assistance with landlord/tenant issues.

DCFS and Probation provide educational services including; skill development, assistance and referral to obtain literacy skills, high school diploma/GED, post-secondary education, experiential learning, and computer skills. Currently (Q1 2010) 56.7% of children in the child welfare services have completed high school or equivalency program (GED) in Los Angeles County. Comparison of the Q1 2010 figures with that of Q1 2009 figures indicate that 21.4% less number of children have completed high school or equivalency programs. The big dip in the yearly figures might be due to Los Angeles County's high level of achievement in Q1 2009, which is 38% higher than that of the state-wide performance for the same time period, quarter one 2009. There has been a 25% dip in the number of ILP eligible children who obtained employment in Los Angeles County. During Q1 2010, 96.2% of youth have housing arrangements made; comparison of this figure with that of Q1 2009 figure (97.6%) indicate a 1% decline.

Permanency connection for youth with an adult is one of the desirable outcomes under measure 8A exit outcomes for youth aging out of foster care. Both Departments make great efforts to assist youth, who have been in out-of-home placement for six months or longer, in maintaining significant relationships with individuals who are important to them. During the most current quarter (Q1 2010), 88.5% of children were connected with an adult who has played a significant role in their life while in Q1 2009, 95.5% of children were connected with a significant adult, which indicates that about 7% less children are connected with a significant adult.

Various programs in Los Angeles County are implemented to encourage the matching of emancipating youth with significant adults who have at one time or another, played an important role in their lives. Permanency Partners Program (P3), Transitional Housing Placement Program (THPP), Transitional Housing Program (THP) for Homeless Young People, Homeless Prevention Initiative (HPI), Transitional Housing Placement Plus Program, and Youth Development Services Partnership (YDSP) try to address many of the service and permanency needs of children in the Child Welfare System who are approaching emancipation.

Permanency Partners Program (P3): this initiative helps find legally permanent homes and adult connections for older youth age 12-18. In recent years, DCFS has initiated several programs to enhance the Department's ability to search for and locate extended family members of children who had been in care for extensive periods of time. These programs have been successful in locating previously unknown relatives and non-related extended family members to help support children in care and assist in providing permanent families for these youth. The Department's Permanency Partners Program (P3) is the largest and longest running of these programs. The program has had considerable success in reuniting children in Planned Permanent Living Arrangements (PPLA) with parents and relatives who had previously been disengaged from these children or were unaware the children were in care.

From the program's inception in 2004 through October 2010, P3 has provided traditional P3 services to 4,049 youth. Approximately, 37% (1,493) of the youth now have a legally permanent plan identified or established. A total of 363 youth have returned home to a parent and had their child welfare case closed, 72 youth have returned home and continue to have their case supervised by DCFS and 94 are moving towards reunification with a parent. In addition, 121 youth have been adopted, 33 youth are in adoptive placements, and 236 youth who were previously opposed to adoption are now involved in adoption planning. Finally, 118 youth have had a legal guardian appointed and their cases closed through KinGAP, 128 youth were in a legal guardianship prior to their case closing due to emancipation, 172 youth are in legal guardianship and continue to have their case supervised by DCFS, and 156 youth have a plan of legal guardianship identified and are moving through the court process.

In the last several years, DCFS has focused considerable effort in prevention services and shortening the length of stay children have in the foster care system. Due to the demonstrated success that the P3 program has had in engaging families, DCFS begun a pilot expansion of its specialized family finding and engagement service to families entering the dependency court system. The pilot project identified children at detention who have limited family resources available and provided intensive family finding and engagement services from the onset, utilizing the resources and special skills developed by the P3 program. Once family members are identified and engaged, they are encouraged to partner with the Department in developing plans for the children in care.

In February 2010, the P3 Upfront Family Finding and Engagement Pilot provided services to 20 families within one of our regional offices. Lessons learned from this pilot are assisting in the planning for possible front end family finding expansion into two additional regional offices. Federal grant funds awarded to DCFS in 2010 will be utilized in this expansion.

Transitional Housing Placement Program (THPP): this initiative is for youth between 16 to 18 years old and are on target for high school graduation; doing well both in school and in their current placement; sufficiently responsible to share an apartment with a roommate; enrolled in the Independent Living Program (ILP); able to follow the rules and guidelines of THPP; and be under the current supervision of DCFS or Probation in out-of-home placement. This program has the capacity to house 120 youth per year. Transitional Housing Program (THP) for Homeless Young People: THP provides housing and supportive services to emancipated foster youth age 18 through 22 years old who are homeless or may potentially become homeless due to living in temporary unstable housing, and who have no other housing options (youth must be admitted to the program before her/his 22nd birthday). The capacity for this program is 244 beds. The youth reside in one and two-bedroom apartments that are located throughout Los Angeles County. Probation has experienced a high success rate with this program.

Homeless Prevention Initiative (HPI): This initiative was designed to assist former foster youth ages 18 to 25 and for ILP Youth ages 18 to 21 years old. The funding provided for youth in the Los Angeles County area. The program began in fall 2007 and ended in 2011.

Transitional Housing Placement (THP) Plus Program: The THP Plus Program has been operational since May 2007 and serves youth between age 18 to the day before their 24th birthday. There are currently 84 beds available in this program. Participants include youth who have aged out of foster care (DCFS/Probation), youth who are at risk of homelessness and meet at least one of the following criteria: history of substance abuse, multiple placements, previous involvement with the Juvenile Justice System, no high school diploma or GED, lack of family support, learning disabilities, little or no attachment to the labor force, and pregnant or parenting teen.

Youth Development Services Partnership (YDSP): This program was formerly known as the Emancipation Program Partnership. YDSP is a monthly collaborative partnership convened by the CEO and co-chaired by DCFS and Probation. Partners include the Commission for Children and Families, Juvenile Court judges, Children's Law Center, Public Counsel, The Association of Community Human Service Agencies (ACHSA), DPSS, DMH, foster parent representative(s), Casey Family Program, YDS-Ombudsman and United Friends of the Children.

Youth Transition Action Teams (YTAT): This initiative includes community linkages/collaboration with Work Force Investment Agencies (WIA), both City and County, to ensure DCFS/Probation foster youth have access to job training and employment opportunities via One-Stop and Work Source Centers. This collaboration assists in improving partnerships with LAUSD, Casey Family Services, community based organizations, and faith-based organizations. As a result of YTAT efforts, quarterly meetings are held with LAUSD to improve upon each of agency's role and responsibilities.

Finally, the YTAT program consultant is also the consultant for the Department of Labor (DOL) Foster Youth Demonstration Project. This project is a collaborative funding grant initiated by DOL and Casey Family Program and serves 100 youth annually. Services include intensive case management, peer support/mentoring and job training and job placement. Casey Family has agreed to fund a three-year program outcome evaluation.

One Stop Centers: One-Stop Career Center System is a state-wide network of conveniently located centers that provide employment, education, and training services all at one location. Certain One-Stop Career Centers are all inclusive having employment, training, education partners and educational programs on-site, while others have only selected partners and programs on-site. The centers include programs such as Job Services, Unemployment Insurance, Vocational Education, Vocational Rehabilitation, and Youth services. Some of the One-Stop Career Centers are referred to as "kiosks". These kiosk locations are usually self-service and have no staff available for assistance. Regardless of the type of One-Stop Career Center that is visited, all related services and/or information are available through that location.

One-Stop Career Centers were established and maintained as part of the local community. They are conveniently located and provide a wealth of information and assistance for job seekers, education and training seekers, and employers. All members of the community, including persons with disabilities and persons with limited English-speaking ability, are welcome to use the One-Stop Career Centers. A county-by-county listing of all California One-Stop Career Centers including addresses, phone numbers, and hours of operation are available through the ILP web-site that was created for foster youth by DCFS.

Probation Data Presentation

Probation's Placement Bureau oversees all matters pertaining to youth in out-of-home care, including supervision of youth, group home care and compliance, Transitional Housing, and Relative/Non-Related Extended Family Member (NREFM) Homes. Oversight is also done for Evidenced Based Services such as: Functional Family Therapy (FFT), Multi-systemic Therapy (MST), and Functional Family Probation (FFP). The various operations under the Placement Bureau that service these youth are Residential Based Services (RBS), Youth Development Services (YDS), Placement Permanency and Quality Assurance (PPQA), including group home monitoring and foster care consultants, and Placement to Community Transition Services (PCTS). Each operation has its own internal process to track performance measures and outcomes.

The information revealed in the PQCR was extremely supportive of the trends that Probation data has already revealed. For example, the PQCR findings reveal that the Group Home On-Site program is a promising practice, which is clearly indicated in the fact that Placement Deputy Probation Officer (DPO) compliance rates for monthly youth visitation is consistently above standard; however, there continues to be a challenge for all Placement Units regarding parent visitation and family engagement. In part, due to parent's work schedule, lack of transportation for parents, or parents unwilling to meet with DPO. Most units have worked to provide a solution to this by implementing "Late Night Visitation" at the Placement Office one night a week for working parents. This practice is seen as effective and productive.

The following data is compiled from Placement Manager's internal tracking and data collection, which is also documented in monthly and annual reports shared with Probation staff and administration.

Safety: Children are, first and foremost, protected from abuse and neglect

S2.1 No Maltreatment in Foster Care

All Probation Placement DPOs conduct monthly visits with each child placed in a group home or a relative/non-relative home. The average number of Probation officer visits, as appropriate, per child in placement or with an active child welfare case is one time per month (each 30 day period). According to the Placement Permanency and Quality Assurance (PPQA) database, the compliance rate for this measure is at a consistent average of 98%. The PPQA Group Home Monitoring Unit also plays a large part in this measure in that there are several layers of reviews and investigations that take place in group homes throughout the year:

Probation Table 1: Child Abuse Investigations

Findings	Yearly Average	CY 2009	CY 2010	Percent Change CY 2009-10
No. of Referrals	33	40	25	-37.5%
Substantiated	7	10	4	-60%
Inconclusive	4	6	4	-33%

Child Abuse Investigations: Completed any time there is an allegation of child abuse in a group home or relative/non-relative home and the allegation is reported to the County Child Abuse Hotline. A child abuse referral is created and routed to Probation. The investigation is immediately assigned to a PPQA monitor to investigate. The monitor conducts an investigation within 48 hours or sooner, depending upon the circumstances. Once the investigation has been completed and a finding made, a report is written and sent to the PPQA Group Home Monitoring supervisor for approval. The report is then sent to DCFS for entry into the CWS/CMS system and closure of the case. The referral remains open until Probation has conducted and completed the investigation.

Many times child abuse investigations turn into Group Home monitoring investigations due to potential Group Home contract or Title 22 State regulation violations. Violations requiring a corrective action plan by the group home are completed to further ensure the safety of each youth. The Group Home Monitoring Unit receives an average of 32.5 child abuse referrals per year, with an average of 7 referrals resulting in findings of substantiated and 4 resulting in findings of inconclusive. In 2009, there were 40 child abuse referrals, with 10 of those referrals resulting in findings of substantiated and 6 resulting in findings of inconclusive. In 2010, there were 25 child abuse referrals, with 4 of those referrals resulting in findings of substantiated and 4 resulting in findings of inconclusive. This decrease is directly related to the enhanced supervision of the Group Home Monitoring Unit regarding investigations and monitoring reviews beginning in 2010.

With Probations increasing access to CWS/CMS, the current system that DCFS has with Probation will change. PPQA Group Home Monitors who conduct the investigations will be trained and will ultimately enter into the system their completed investigation, which will be sent to the supervisor for approval. This process will not take place until the current MOU has been revised and all staff trained and issued tokens.

Probation Table 2: Group Home Investigations

Findings	CY 2009	CY 2010	Percent Change CY 2009-10
Number of Investigations	135	97	-28%
Substantiated	47	31	-34%
Inconclusive	20	8	-60%

Group Home Investigations: These investigations occur anytime there is an allegation that the Group Home violated the Group Home contract, Title 22 State regulations or Department policies and protocols. Once a group home has a substantiated claim, they are placed under a corrective action plan with a variety of corrective measures to bring their staff and their facility up to the standard and then are closely monitored to maintain that standard. In 2009, 135 Group Home Monitoring investigations were completed with 47 of those resulting in findings of substantiated and 20 of those resulting in findings of inconclusive. In 2010, 97 Group Home Monitoring investigations were completed with 31 of those investigations resulting in findings of substantiated and 8 resulting in findings of inconclusive. Anytime there is a negative finding, the Group Home is required to submit a comprehensive Corrective Action Plan, with the possibility of being placed on a "HOLD" status, which stops any placements of youth until the issues have been resolved. Additionally, the Group Home Monitoring Unit take a proactive approach with increased informal "follow-up" inquiries when minor concerns arise. These "follow-up" inquiries have increased from 136 in 2009 to 217 in 2010, which has directly affected the decrease in Group Home Monitoring investigations.

Group Home Monitoring Reviews: As of July 2010, the Probation Department conducts annual monitoring reviews on each group home. The monitor uses several review tools, including youth interviews and review of all personnel files to ensure complete compliance with the Group Home Contract. At the end of the review, an Exit Conference is held to discuss all areas of deficiency and require a Corrective Action Plan in a timely manner. A follow-up visit is made by the monitor to ensure that all deficiencies have been corrected.

Permanency: Children have permanency and stability in their living situations without increasing reentry to foster care. Process Measure 2C – Timely Social Worker/ Probation Officer Visits with Child

Residential Based Services (RBS) Placement DPOs maintain a 98% compliance rate for monthly visitation of all youth in out-of-home care. The Placement Officers typically make initial contact with each child and their family within the first week of placement. The Placement Officer solidifies a concurrent plan within the first 30 days of the case and makes referrals for family finding and permanency as early as possible.

Probation Table 3: Permanency Referrals

Referrals	CY 2009	CY 2010	Percent Change CY 2009-10
Number of RBS Referrals	47	119	153%

In 2010, the rate of referrals for permanency planning to PPQA increased significantly. In 2009, there were approximately 47 referrals made for family finding or permanency planning through adoption or legal guardianship. In 2010, there were approximately 119 referrals made. Therefore, the Placement DPOs are very concerned and prioritize finding a permanent and stable family for every youth they supervise. Creating hope for each youth assists with placement stability.

Permanency Composite 2:

Measure C2.1 – Adoption within 24 Months (exit cohort),

Measure C2.2 – Median Time to Adoption (exit cohort),

Measure C2.3 -- Adoption within 12 Months (17 months in care),

Measure C2.4 – Legally Free within six Months (17 months in care), Measure C2.5 – Adoption within 12 Months (legally free)

Probation Table 4: Permanency Cases

Case Count	Oct 2010	Feb 2011	Percent Change CY 2009-10
Total Number of Cases	104	140	35%
Number undergoing Family Finding Searches		115	
Number involved in Media-Based Recruitment		3	
Number involved in Adoptive Planning		4	
Number planning for Legal Guardianship		18	

As the referral base for family finding, recruitment efforts, and adoptions grow, there will be more data to assist in determining performance outcomes and improvement in timeliness to permanency. Therefore, adoption with 24 months will be more realistic. Both adoptions completed by Probation were finalized within 24 months of their placement order; however, it had been much longer from the time they were removed from their home. There are 3 current cases where the youth is legally free and recruitment has begun, but again, the timeframe is well outside the measure from the time the youth was removed from their home. Due to the Permanency Collaboration Committee, these cases are coming to our attention much more quickly, increasing timeliness to permanency.

The PPQA Unit has had a significant increase of active cases that are at various stages of permanency (family finding, media-based recruitment, legal guardianship and adoption). In October 2010, the case count was 104, and as of February 2011, the case count is 140. Of those cases, 115 are undergoing family finding searches, including the utilization of search engines such as Lexis Nexus and U.S. Search, 3 are involved in Media-Based Recruitment, 7 are in adoptive planning and 18 are planning for legal guardianship. Each of the 6 Permanency Officers has an average of 23.33 cases. As a result of the collaborative permanency efforts by the Probation Department and DCFS, the third adoption, in the history of delinquency Court, for the Nation, was achieved on April 22, 2010. Probation has completed 2 adoptions and 5 home study processes. There is currently a case that is set for adoptive placement hearing in March 2010, with a perspective date of finalization by the end of 2011. This will be the fourth delinquency adoption in the Nation.

Permanency Composite 3: Measure 3 (C3.3) – In Care 3 Years or Longer (emancipation/age 18); **Permanency Composite 4:** Measure 8A — Children Transitioning to Self-Sufficient Adulthood

Probation Table 5: Youth Receiving Independent Living Program (ILP) Services

	CY 2010	%
Total No. of Youth Eligible	3,784	
No. Receiving Services (39% of Total No. Eligible)	1,466	100%
Unwed Mothers	293	20%
Unwed Fathers	52	3.5%
Completed HS Diploma/GED/Adult Education	218	15%
Currently enrolled in HS/GED/Adult Education	664	45%
Currently enrolled in college	63	4%
Obtained employment	112	8%
Full-time: 23 Part-time: 89		
Living independently of maintenance services	58	4%
Had at least one episode of homelessness	253	17%

In June 2010, Los Angeles conducted its third PQCR, which was focused on Transitional Youth in care 3 years or longer and aging out with no permanent connections. There is an average of 300 youth in Transitional Housing annually. In

2010, there were 3,784 youth who were eligible for ILP services. Of those who were eligible, 1,466 received services. Of the 1,466 eligible youth, 293 were unwed mothers of at least one child, and 52 were unwed fathers with at least one child. Two hundred eighteen probation foster youth completed their High School diploma/GED/Adult Education. Of the 1,466 eligible youth, 664 are continuing or currently enrolled in High School/GED/Adult Education, and 63 are enrolled in college. There were 112 youth who obtained employment; 23 obtained full-time employment and 89 obtained part-time employment. There were 58 youth living independently of maintenance services; however, there were 253 who had at least one episode of homelessness. This continues to be a challenge for our youth and evident of systemic issues and barriers.

With regard to children preparing to transition to Self-Sufficient Adulthood, Probation's Youth Development Services has a Transitional Independent Living Plan team that meets with every youth with a pending disposition for or ordered into foster care. A Transitional Independent Living Plan (TILP) is completed for each youth. PPQA statistics and TILP Unit statistics reveal a consistent 99% compliance rate of completed TILPs.

Permanency: The continuity of family relationships and connections is preserved for children. Process Measure 4E – Rate of ICWA Placement Preferences

Placement DPOs continually assess all youth on their caseload for American Indian/Alaskan Native (AI/AN) heritage, every 6 months or more if new information surfaces. According to PPQA statistics, there is a 99% compliance rate that every youth is assessed for AI/AN heritage. In 2010, there were 6 youth that revealed AI/AN heritage. It is felt that there are many more AI/AN youth within the Probation population, who under report due to various issues including identification with another race such as Hispanic or African American or embarrassment or fear of being identified as different from others.

Well-being: Children receive services adequate to their physical, emotional, and mental health needs. Process measure (3) 5F –Psychotropic Medications

Probation Table 6: Reports Written on Youth Receiving PMA from Court

Case Count	CY 2010	%
No. of Requests (Monthly Avg)	265	100%
For youth in Group Home Care	125	47%
For youth in Residential Treatment Camps	120	45%
For youth residing at home	9	3%
For youth in juvenile hall waiting for disposition	11	4%

Unfortunately, there is no reliable tracking mechanism to provide the number of youth that are currently taking psychotropic medication; however, there is a tracking system in place for reports written on youth who have received a Psychotropic Medication Authorization (PMA) from the court. Placement Administrative Services (PAS) statistics reveal that there is an average of approximately 265 requests per month for PMAs from

the court. Of those requests, 125 are for youth in group home care, 120 are for youth in residential treatment camps, 9 are for youth who are residing at home under the court's supervision and jurisdiction and 11 are for youth in juvenile hall who are waiting for disposition. There is an additional process in place that upon the court issuing a PMA, the Placement DPO must submit a progress report to the court within 30 days of that order. There is an average of 100 PMA reports submitted monthly to the delinquency courts. With access to CWS/CMS, Probation data is now being entered so that in the near future, there will be reliable data to show outcomes regarding youth on psychotropic medications.



Section IV-Systemic Factors

Section IV: Systemic Factors

Relevant Management Information Systems

DCFS Management Systems

Senate Bill 370 (SB 370), requires states to develop a state-wide data tracking system, to automate the functions of county child welfare offices and to monitor child welfare services and practice. Child Welfare Services and Case Management System (CWS/CMS) is California's centralized system that allows State or county child welfare workers to share information on child abuse/neglect cases. During 2010, the State released a Request for Proposal for the development of an updated CWS Web system to replace the current client/server CWS/CMS System by the year 2015. The CWS Web system will eliminate the need for child welfare agencies to use other information systems in their day to day work. Additionally, in 2010 the Probation Department (Probation) was given data entry access for CWS/CMS, for its work with Probation child welfare youth. DCFS and Probation have been working together to ensure successful CWS/CMS implementation for the probation youth in foster care.

CWS/CMS is capable of tracking location, demographics and permanency goals for children in foster care and their families. The system is used at every level of the child welfare system. It is the primary vehicle to obtain child welfare services data in the County. Currently, CWS/CMS has limited ability to provide full data needed to support County programs, track child welfare work and monitor key outcomes. DCFS and Probation are challenged in being able to use CWS/CMS to fully evaluate and administer programs with limitations in data fields being unavailable and incomplete. In response to an aging CWS/CMS system, the County has supplemented data tracking through development of internal supporting systems.

Supporting Systems

Concurrent Planning Permanency Log (CPPL): Serves as a task and event timeline tracking application for child welfare services and permanency planning activities as required by Administration for Children and Families (ACF) via the Productivity Improvement Plan (PIP).

DCFS Datamart: Utilizes CWS/CMS information to support various applications and reports in production. DCFS has set up and maintains three Datamart environments (Development, Test and Production).

Emancipation Services/Independent Living Program (ES/ILP): Records and tracks ES/ILP services to eligible youth age 14 and above. It helps emancipated youth avail themselves of services and resources provided by DCFS.

Family Centered Services: Used to refer families for specialized services provided under the Family Preservation, Alternative Response and Partnership for Family programs and produces requests for Auxiliary Funds. In addition, community-based service providers use this system to create monthly billing invoices to request payment from the County for services rendered.

Foster Care Search Engine: A web-based application that uses Geographic Information System (GIS) technology in providing CSWs and Technical Assistants (TA) the ability to search for foster homes with vacancies closest to the originating address from which the child was removed.

Safe Measures: A web based reporting application which provides DCFS managers with key performance and outcome measures. The application is composed of utilization reports which monitor compliance and timeliness of data entry into CWS/CMS. Utilization reports include but are not limited to Case Plans, Child Contacts, Parent Contacts, Medical and Dental data, Transitional Independent Living Plans (TILP), Referral dispositions and closures. Safe Measures provides information on utilization of Structured Decision Making (SDM) tools such as: Hotline Tools, Safety and Risk Assessment, Initial Family Strength and Needs Assessment and Case Re-assessment.

Centralized Infrastructure Services Project: County departments receive technological assistance from Internal Services Department (ISD) Information Technology Shared Services (ITSS) Division. ISD provides a variety of technological infrastructure support from centralized messaging, files and print services to desktop application. DCFS has recently migrated computers system to *cloud computing environment*. This allows DCFS staff access to information related to cases.

Probation Department Management Systems

The Probation Case Management System (PCMS), which was implemented in April 2009, is the Probation Department's main data source. This system is an enterprise juvenile case management system, which consists of juvenile caseload field management, detention tracking system (juvenile hall and camps), placement tracking and is a module for case planning and LARRC assessment tools.

Other systems used to access information are:

- Juvenile Automated Index (JAI), which provides court case information, file information and prior arrest history;
- Probation Lite (Problite), which is a shadow system to CWS/CMS and provides limited information regarding DCFS case history;
- ProbNet;
- Lexis Nexis, which is a system that the Placement Permanency and QA Unit routinely use in family finding efforts;
- Probation Electronic Document Management System (PEDMS)- Court Report work flow management system approval and delivery system; and
- Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) System—caseload management system for DPSS integrating all medical and financial assistance programs data.

In addition to the above systems, Deputy Probation Officers (DPOs) are equipped with laptops and wireless connections so that they can work in the field and use their time more efficiently. They are also provided with Virtual Private Network (VPN) so that can remotely access all the above systems.

Probation does not have one specific management system that captures and tracks all data for requirements. However, Probation does have access to the Family Preservation System through DCFS for billing purposes only, which captures and service types, service start dates and termination dates along with the termination codes identifying reasons. Additionally, Probation's PAUR Unit provides quality assurance to monitor and ensure that the Family Preservation agencies are providing effective and consistent services to Probation youth. The PAUR Unit gets progress reports from all the Family Preservation providers. After careful review of the reports and the entries made on PCMS, the PAUR Officer will discuss all the information with the DPO, who will then make the determination if the youth's services should be extended, terminated or referred for more intensive services through Wrap Around or Functional Family Therapy.

The Probation Department obtained access to the state-wide automated system, Child Welfare Services/Case Management System (CWS/CMS) in October 2010. However, the system was designed primarily for Child Welfare Services, and there is not enough Probation data entered to gather meaningful statistics. Therefore, each county must continue to rely on current data collection and case management systems. Probation participates regularly on bi-weekly State CWS/CMS Readiness conference calls and the South Counties User Group (SCRUGS), which involves regular meetings and

conference calls with the State, Child Welfare, and stakeholders from neighboring counties. In order to fully implement usage, there has been a request to the State regarding additional tokens and subsequent training. Without the necessary resources and training, certain outcomes from the overall Probation Access into CWS/CMS (NYTD, AFCARS, NCANDS, and CFSR) will potentially be jeopardized. The goal is to have an interface where input into CWS/CMS by Placement DPOs will populate fields in the Probation Case Management System (PCMS.) Resources, conflicting priorities, and fiscal implications are still major barriers to be able to lift this goal of interfacing with CWS/CMS. The plan is to eventually provide AB 129 and Dual Supervision staff access into CWS/CMS.

Problite reveals at least 50% of our youth in the probation foster care system have a previous history with the dependency system. It would be beneficial for probation staff to have specific information regarding the treatment plan and permanency efforts accomplished during the time period that a youth was under dependency status. Problite does not provide detailed dependency information, which is necessary for the Probation Officers supervising foster care cases. In order to have more consistent delivery of services, it is critical for the Probation Department to have access to specific dependency information, available only through CWS/CMS. Fortunately, once CWS/CMS functionality is fully implemented, Probation will have access to this information.

During the Peer Quality Case Reviews and various County Stakeholder focus groups, there was expression that collaboration for foster youth is being hindered due to difficulty of sharing and assessing critical case information. All departments and agencies must come to an agreement as to what data can be shared so that foster youth needs are addressed and met. In addition to the fear of sharing, there is a lack of detailed information documented in the system regarding case planning across both systems so that concurrent and permanency planning can continue uninterrupted. Obtaining reports regarding data collected is an area that needs continued improvement because the use of data is so crucial to measuring outcomes and improvements. Many of Probation's internal systems are undergoing constant improvement in order to capture critical data to provide analysis on outcomes for youth and their families.

Case Review System

Case Review System Probation

Since the last C-CFSR cycle, Probation has been able to enhance the case planning process by implementing multiple interventions, strategies and programs. One of the most dynamic processes and tools developed over the past two years has been the Juvenile Justice Practice Model, in conjunction with consultant Lori Lutz and Casey Family Foundation. The premise of the model is "passing the baton effectively leaving

no youth dropped at any phase". The main goal of the model is to enhance the continuity of care through effective communication, and emphasizing family engagement as one of the most critical factors to positive outcomes. Implementation of these foundational principles will increase the number of children placed in the care of their biological parents, relatives and non-relatives, ultimately reducing the recidivism rate and building healthier and stronger families.

Probation has decided that the most effective and productive way to implement the Practice Model would be for the middle managers to teach their colleagues. Research shows that a youth and family are more likely to participate and take ownership in their case plan when they are actively involved; therefore, the same principle is being applied with Supervisors. A team of carefully selected Supervising Deputy Probation Officers from every Juvenile Services operation has been trained on the Practice Model. The represented Bureaus are Detention, Juvenile Field Services, Juvenile Special Services, Placement, Residential Treatment Services and Quality Assurance Services. Consultant Lorrie Lutz, in partnership with Casey Family Foundation, trained and coached the selected 25 Probation Supervisors. These Supervisors in turn have trained approximately 250 Supervising Probation Officers over the past year. The training consists of the Practice Model vision, mission and purpose, as well as Leadership, Team Work, Family Engagement, Communication, Conflict, Time Management and the Millennium Generation. This type of intensive cross-Bureau training for the entire juvenile population served is the first of its kind in the Probation Department.

The Department has also had the benefit of training from the UC Davis Extension-Resource Center for Family Focused Practice. The training provided by the Center has been effective and applicable to the Placement DPOs duties. The trainings offered, such as Concurrent Planning, Case Planning, Family Engagement and the Placement Core training offered to all new Placement DPOs, have been instrumental in assisting Probation achieve major milestones in improving outcomes for youth and their families. In addition to this training, the Placement DPOs receive annual training on Foster Care Status Review Reports to improve the quality and accuracy of all reports submitted to the Court.

Probation had begun to utilize a form of the Team Decision Making (TDM) process in several aspects of the case planning process. One area this is utilized is with the Difficult to Place Committee, which reviews all youth who have failed multiple placements and/or have significant mental health issues. This committee involves DMH, Probation and DCFS. Another area where the TDM process is especially effective is in permanency planning. Cases that are approaching Legal Guardianship or Adoption are brought before a team of several agencies, including but not limited to, County Counsel, DCFS, Alliance for Children's Rights and Probation. Many times, there is a need for a TDM process that involves the youth, the caregiver, any supportive family members, the Group Home Provider, DCFS and Probation to determine options or additional resources necessary to make the permanent plan stable. Lastly, the Multi-

Dimensional Team (MDT) process is a small pilot at one group home, Rancho San Antonio (RSA), and is being expanded throughout the life of the case plan for the Probation foster youth. The plan is to implement a Bureau-wide MDT process for case planning, which includes a transition MDT for every youth in placement. Currently, only transition MDTs are being conducted; however, the future strategy is to conduct three (3) MDTs for each youth: initial, mid-phase, and transition.

The MDT process has been piloted on cases where youth are preparing to transition to the community. Current raw data compiled reveals that the number of terminations and new arrests has decreased. Since this project is new, there is not much data to compare; however, DPOs have seen a reduction in violation reports completed due to school or drug-related violations. Having multiple partners addressing all aspects of a youth and family can address all needs including educational and financial opportunities as well as de-escalating crisis due to the intensive support from all agencies.

The communication between agencies and the teamwork is the best demonstration of success of the process. Because of the communication, action is taken faster and problems can be addressed before they become too serious. Communication between pilot provider's On-Site DPO's, therapists and the aftercare DPO's at the MDT and afterwards can transfer the kind of information not found in the case management system or in any report but is crucial to understanding the family. Bringing different departments and outside agencies together to assist youth and their families was the key to the MDT pilot's success due to the collaboration in the transition process. The exchange of information between current and future DPO's and current and future therapists has been so valuable and makes for a smooth, informed transition. Also, having the parents and youth meet the FFP DPO and FFT Interventionist prior to leaving seems to reassure them that they will have support as they transition. Both youth and parents have reported being less nervous about the youth returning home.

Key participants in the MDT's have included representatives from LAUSD and LACOE, who assist in determining the best school setting as well as removing obstacles and obtaining information. They also follow the cases for 6 months to assess stabilization and the need for further intervention. Casey Family Services participates and offers many services and resources including community resources and legal assistance. The MDT Steering Committee meetings conducted quarterly involved Bench Officers, RSA Administrator and staff, Onsite DPO's, FFP DPO's, FFT Interventionists from Shields and Starview and Probation, Public Health representatives, LAUSD, LACOE, YDS, RBS and Placement Program Analyst.

Each case with an order of suitable placement goes through a series of processes and programs:

Initial Detention and Arraignment

Once the youth has committed a crime, there is an assessment conducted to determine if the youth should be detained. Once detained, a Detention report is completed and ICWA mandates are satisfied. The Probation Department is working on implementing several points of engagement that will take place during the initial detention:

- Initial inquiry of relatives to be notified for possible placement options and family finding efforts;
- Child welfare check as to permanency track and abuse allegations; and
- Initial CLETS run on identified family members for possible placement.

The Investigator completes the initial Foster Care Case Plan (FCCP) and formulates an initial Concurrent Plan. A referral is made to the TILP Unit, who completes the initial TILP with the youth prior to placement. When considering placing the youth out-of-home, the Investigator refers the case to the Out-of-Home Screening Unit and the PAUR Unit for assistance in making the appropriate recommendation.

Programs that have been implemented at this phase, such as the Prospective Authorization Review Unit (PAUR) and expansion of Evidenced Based Programs, such as Functional Family Therapy (FFT) and Multi-Systemic Therapy (MST), in addition to the development of Functional Family Probation (FFP) and the Multi-Disciplinary Team process, have increased the effectiveness of upfront case assessment directly impacting the recidivism rate.

Initial Case Planning

Within 30 days of the Placement Order, the Placement Officer is required to complete an updated FCCP and TILP. The Placement Officer contacts the youth, family and provider within the first week of their placement to assist with the stability of placement for the youth and to engage all parties in the case planning process.

Currently, Placement Assessment Centers (PAC) are being utilized by the Department in two locations. When a youth is ordered into Suitable Placement, the goal is that every youth will be placed at a PAC for a 30-day period in order for a full assessment to be conducted and to ensure critical information is gathered from the case file, the youth and family members. Within 30 days, the updated FCCP and TILP will be completed by the PAC Officer and the TILP Coordinator with participation from both parents/caregivers and youth. When the 30-day period is completed, the youth will be placed in the most appropriate placement setting considering visitation and treatment

needs. Once the youth has been placed, a new Placement DPO will be assigned and the assessment will be passed on to the new Officer.

Six-Month Case Plan Process

The next six months are critical to success of the case. This is a time when the Placement DPO identifies all family members and caregivers to participate in the process. There is further establishment of biological parents and caregivers who may be alternatives for permanency and notices are prepared for all identified parties to appear in court for the pre-permanency hearing. The Placement DPOs conducts monthly visits with the parents/caregivers and youth, with at least one visit with the Group Home provider when youth are in residential care. However, many Officers visit with the Provider monthly when they visit the youth.

The Case planning meeting involves the Placement DPO, youth, parents and/or caregiver, therapist, case managers, school personnel, if needed, etc. This is where parent-youth participation occurs along with engaging the family and discussing all legal requirements, rights and responsibilities, including but not limited to, educational rights, possible termination of family reunification services, termination of parental rights, addressing their needs and responsibilities in the case plan, visitation and concurrent planning.

Permanency Hearing and 12-month Case Plan Process

The initial permanency hearing (with the exception of Fast Track cases) pursuant to Welfare and Institutions Code (WIC) Section 727.31 is held no later than 12 months after the date the child entered foster care. At the permanency hearing, the court shall determine the permanent plan for the child, which shall include a determination of whether the child will be returned to the child's home and, if so, when, within the required time limits. Permanency review hearings are then held every six months pursuant to WIC Section 727.

Additionally, the Adoption and Safe Families Act (ASFA) of 1997 requires that Termination of Parental Rights (TPR) must be initiated for children who have been in foster care for 15 of the most recent 22 months unless the child is placed safely with relatives, there is a compelling reason why TPR is not in the child's best interest, or the family has not received the services that were part of the case plan.

Once the Placement Officer has diligently worked to provide 12 months of Family Reunification Services to the biological parents and their participation has been unsatisfactory or due diligence in locating parents has been completed, the Probation Permanency Officer and the Placement Officer submit a joint report to the court

requesting termination of Family Reunification Services. The Permanency Officer then completes the Concurrent Planning Assessment (CPA) and submits to DCFS for adoption home study and planning, if potential adoptive parents are involved, or for recruitment of adoptive family. In 2006, DCFS successfully completed one adoption home study resulting in the first adoption in the nation in the history of delinquency court. In 2010, Probation successfully obtained three recruitment orders from delinquency court, the first in the nation in the history of delinquency court.

When the Permanent Plan is Family Reunification, Probation uses Wrap Around Services and Family Preservation to enhance the Parent-Youth participation in case planning for those youth returned home to their parents. PSSF funds 14 % of Family Preservation (FP) for Probation youth eligible under Title IV-E in partnership with 70 Providers. Approximately 350 FP slots have been allocated to Probation. Detail what services we are not getting and what is working, how we making sure that they are getting the services and that they are effective. In addition, the Department is using Evidence-Based practices and therapeutic interventions, such as Functional Family Therapy (FFT), Functional Family Probation (FFP) and Multi-Systemic Therapy (MST) to enforce and support family reunification, maximize participation in the case planning process and decrease the re-entry rate (recidivism).

Probation has adopted FFT, FFP and MST as the first line treatment approach to serve youth at-risk of removal from the home and youth returning home from congregate care. MST and FFT were identified as program initiatives that have demonstrated the following positive outcomes for serious juvenile offenders: 1) reductions of 25-70% in long-term rates of re-arrest; 2) reductions of 47-64% in out-of-home placements; 3) extensive improvements in family functioning; and 4) decreased mental health problems for serious juvenile offenders. These services are delivered in the home, school, and community rather than in a clinic or residential treatment setting.

Quality Assurance Process

The Supervisor of each operation is the first line of quality assurance. Automated management reports and reports that track submission of court reports allow the Placement manager and supervisor of each operation to closely monitor each worker's progress in case plan completion and documentation. Most Supervisors have a quality assurance checklist tool that assists them in assuring that all areas of case planning are adequately met prior to giving reports final approval for submission. Once those reports are submitted, the Placement Permanency & Quality Assurance then reviews all cases for compliance to State and Federal mandates.

Probation's Permanency and Quality Assurance Unit use two separate review tools to review all cases and monitor their compliance with the initial case plan development and subsequent updates. The data collected as to the rate of compliance is shared with the

supervisors to determine where corrective action through training, enhanced supervision, etc., needs to be applied. Additional training and corrective action measures and plans are implemented to raise compliance statistics.

Court Structure/Relationship

There are 10 areas where the delinquency courts are located: Eastlake (Los Angeles), Inglewood, Long Beach, Los Padrinos (Downey), Compton, Kenyon Juvenile Justice (Los Angeles), Pasadena, Sylmar, Pomona and Antelope Valley. There are 28 Departments represented under the various locations. The Los Angeles County Presiding Juvenile Court Judge is Michael Nash.

Delinquency Court consists of 28 Courtrooms in 10 locations across the county. Department 271 was the pilot courtroom for the first legal guardianship and adoption hearings; however, these cases are now being heard in several courtrooms. Although there are some challenges in completing these new practices in delinquency Court, the Bench Officers and Court Personnel have been instrumental in aiding Probation Officers to further their work in ensuring that every youth has a permanent plan. Department 203 handles mental health cases and provides special court orders and services to meet the needs of those youth. Department 265 conducts a "Think Tank" meeting once a month with various stakeholders and agencies to discuss urgent emerging issues from psychotropic medications to bullying and hate crimes on school campuses. Each courtroom is staffed very similar to dependency courtrooms with the exception of a social worker. There is a court officer in each courtroom, who is also a probation officer and represents the department.

Relationships with the Court have been improved by several collaborative efforts:

- Judge Groman's Think Tank takes place monthly and different critical topics such as undocumented youth, sex offender treatment and issues, mental health needs and resources, transitional age youth needs and barriers to their success, Medical and Social Security benefits, educational rights and issues and family finding and permanency are highlighted and discussed. Subject matter experts from different agencies, private and county, make presentations and discussion follows. These meetings have been invaluable in cultivating cross-systems and cross-agency collaboration.
- The Department has been involved in an ongoing collaborative with the Presiding Juvenile Delinquency and Dependency Judge, Michael Nash, The Public Defender's office, the District Attorney's office, the Department of Children and

Family Services, The Children's Law Center and Casey Family Services, called the Georgetown Project. The main emphasis of the Georgetown Project is to reduce the number of youth that cross over from Dependency to Delinquency. The Probation Department has created a cross over practice model to implement best practices for this population. Additionally, all detained cross over youth are now detained in one unit at Central Juvenile Hall called the Elite Family unit. MDT's between DCFS and Probation are held to determine which system is best suited to serve each youth.

- Placement Bureau training with all court personnel including Bench Officers, Court Officers, Juvenile Court Clerks, Juvenile Court Assistants, Public Defenders and District Attorneys. These trainings involved a presentation from all Placement operations (Prospective Authorization Utilization Review, Placement Administrative Services, Residential-Based Services, Placement Permanency & Quality Assurance, Youth Development Services and Placement To Community Transition Services) along with discussion on all areas needing further explanation and clarification. These trainings enhance the relationships and partnership tremendously because it is a time to put names to faces and talk in an informal and collaborative manner.
- Bench Officers have become more open to unconventional orders and case planning in that they will often hold special sessions in the court room to address complicated family dynamics and permanency options not available to probation youth in the past. For example, one court room held a Team Decision Making in court room, in which all participants were ordered into court and the Bench Officer participated in the meeting. In three court rooms, special hearings were scheduled to discuss termination of family reunification services and order Media-Based Recruitment, the first ever in the nation of delinquency court. The Bench Officers openness to whatever will produce the best child welfare outcomes have been a major step in promoting timely permanency for probation youth.

In relation to critical orders and findings related to permanency such as paternity, due diligence, termination of family reunification services and termination of parental rights, Delinquency Court and Probation are working closely with the Administrative Office of the Courts to revise reports, findings and minute orders to ensure that the appropriate findings and orders are made for each phase of permanency and for special situations such as runaway youth. This partnership has enhanced and expedited timeliness to reunification and permanency through adoption or legal guardianship.

Case Review System DCFS

The heart of child welfare services comes in daily practice standards and guides. Los Angeles County DCFS operates by using Point of Engagement (POE) child welfare service process. Within this process, the case review system begins with engaging the families in discussing their children's safety and well-being.

Family Engagement in Case Planning

Families and children are engaged in the development of a case plan through group or one on one interaction with the lead CSW or in a team setting depending on the service component. Active cases can be²⁹:

- Voluntary Family Maintenance (VFM),
- Voluntary Family Reunification (VFR),
- Court Family Maintenance (FM)
- Court Family Reunification (FR).

Team Decision Making meeting (TDM)

Are mandatory for all potential removals and emergency placements;

Parents or guardians are encouraged to invite any people who may be of support to them.

Engage the family, their supports, and community representatives in creating a safety plan for the children at risk.

Discuss and develop child safety plan outlines all the parties' responsibilities in ensuring child safety and well-being while also addressing the needs of the parent or caregiver;

Determine whether or not placement is necessary; ensure that the child is placed in the least restrictive, most family-like setting appropriate to meet the child's needs;

Discuss the family and child strengths and areas of needs and concerns;

Parents are informed of their rights and responsibilities with full disclosure essential to family engagement;

Discuss concurrent planning;

Types of TDM: (please see Glossary) Resource Management Placement (RMP) meetings, Permanency Action Review Conference (PARC), Pregnant and Parenting Teens (PPT), and Transition Conferences.

The practice of full-disclosure is an integral component of family engagement. On an on-going basis, parent(s) and caregivers are provided with information fully disclosing the child welfare process, including matters such as concurrent planning, Court opportunities, expectations and supports.

²⁹ Please see Glossary for definition of the types of active cases

Concurrent Planning

Concurrent Planning is a case management method that allows caseworkers to achieve the goal of permanence (family reunification, adoption or legal guardianship) in a timely manner. It emphasizes initiation and completion of permanency tasks, as soon as the child enters placement in order to resolve the child's temporary status without delay. It entails working on the path of reunification at the same time as permanency options are determined. The concurrent plan is reflected in court reports and on the case plan document.

Activation of the alternate permanent plan occurs as early as possible, but no later than 30 days prior to the WIC 366.21 (e) hearing. The CSW completes an Initial Concurrent Planning Assessment (CPA), the tool that is used to address the identification of an alternative permanent plan. It should be noted that one of the goals of Concurrent Planning is to already have the child placed in a home that supports reunification while also willing and able to provide a permanent home.

Child Abuse/Neglect Referral and Case Flow

Child Protection Hotline (CPHL):

Hotline calls received telephonically, in writing or in-person.

Process all requests for child protective services on new or existing cases;

Provides brief consultation to the public on child abuse issues;

Provides referrals to community resources or other county agencies;

Responsible for directing requests for inter-county transfers (ICTs) and Interstate Compact for the Placement of Children (ICPC) services to the Out-of-County Services Unit;

Receives requests for after hours emergency medical consent for children;

The Hotline CSW documents all calls in CWS/CMS; completes the parental alcohol/drug/mental health section of CWS/CMS; Suspected Child Abuse Report and cross report to law enforcement if applicable per policy.

CSW completes SDM screening process deciding if a call needs to be generated into a child abuse referral or not.

If it is determined that an in-person response is needed, the CSW will continue with the SDM tool to determine the response time for the referral. The two options available for response time are 24 hours (also known as immediate response), or 5 business days (also called a 5-day). The referral is then assigned to an Emergency Response unit at DCFS Command Post or a DCFS Regional office.

Emergency Response (ER)

Completes SDM Safety and Risk Assessments: instrumental in determining what type of services will be the most appropriate for the family.

Utilizes the following for assessment:

Up-Front Assessment (UFA)-assessment conducted by contracted agencies for concerns of parental domestic violence, substance abuse, and mental health;

Forensic evaluation- a physical exam used to detect and treat child abuse injuries and neglect;

Mental Health Screening Tool (MHST)

Multidisciplinary Assessment Team (MAT)-completes a summary of findings, holds a meeting with the family, child, and DCFS staff; provide recommendations for next steps.

The ER CSW and SCSW will review the various assessments completed on the family and child to determine what the referral investigation conclusion and disposition will be.

Hold TDM and create the initial case plan on CWS/CMS

Six Month Case Plan Review

Case plans are reviewed and updated at time intervals of every six months to ensure they reflect the family and children's current needs;

Explore reunifying children with their parents;

Engage family, their supports, and service providers in the case plan review;

Note: Automated management reports allow supervisors and office managers to closely monitor each worker's progress in case plan completion and documentation. Safe Measures, COGNOS, and other quality assurance tools are utilized to extract data from CWS/CMS. This information tracks initial and updated case plans throughout the life of the case. Safe Measures shows that for October 2009 to October 2010, case plan completion for all cases that required an approved case plan ranged from 76.1% to 78.6% compliance.

Child and Parent Contact

Help the CSW gauge if the family's needs are being met and if there is progress in alleviating the initial concerns;

Child Contact Requirements for Emergency Response Referrals are as follows:

- * One face-to-face visit with the child is required if the referral is closed by the 20th day of the initial face-to-face contact.
- * An additional face-to-face contact with the child is required if the referral is closed between day 21-29 of the initial face-to-face contact, for a total of two face-to-face contacts.
- * An additional face-to-face contact with the child is required if the referral is closed by the 30th day of the initial face-to-face contact, for a total of three face-to-face contacts.

Child and Parent Contact (continued)

* A monthly contact is required after the first 30 days of the initial face-to-face contact.
(In other words a minimum of 4 face-to-face contacts are required in the first 60 days of the initial face-to-face contact or removal of the child.)

Child Contact Requirements for Family Maintenance are as follows:

- * At least twice every 30 days for the first three months;
- * Once every 30 days after the first three months.

Child Contact Requirements for Family Reunification and Permanent Placement are as follows:

- * At least once every calendar month
- * For children in group homes or community treatment centers, at least once every calendar month with at least a two week time frame between visits months.

Permanency Hearings

The initial permanency hearing, pursuant to Welfare and Institutions Code Section 366.21(f) is held no later than 12 months after the date the child entered foster care.

Child welfare makes a permanency recommendation; the Court determines the permanent plan for the child, whether the child will be returned to the child's home and, if so, when, within the time limits of subdivision (a) of Section 361.5.

Permanency review hearings are held every six months pursuant to WIC Section 366.22, 366.25, and 366.3.

Additionally, the Adoption and Safe Families Act (ASFA) of 1997 requires that Termination of Parental Rights (TPR) must be initiated for children who have been in foster care for 15 of the most recent 22 months unless the child is placed safely with relatives, unless there is a compelling reason why TPR is not in the child's best interest, or the family has not received the services that were part of the case plan.

The Adoption and Permanency Resource Division (APRD) use permanency data to coordinate permanency planning. Data related to cases of Court ordered TPRs indicates there was a slight decrease between 2009 and 2010. The total number of TPRs for 2009 was 1832 (child cases where parental rights were terminated). In 2010 the total number was 1435 cases where parental rights were terminated. The decrease began in the latter half of 2009. In the months of January through June of 2009 the average rate of TPRs per month was 175; while it decreased to 131 in the months of July through December of 2009. In the year 2010, the average number of TPRs per month dropped to 120.

Caregiver Notice and Right to Be Heard

The child's current caregiver, which includes a foster parent, pre-adoptive parent, relative caregiver, and non-relative extended family member, is entitled to receive notice of, and have the opportunity to be heard at, specified hearings.

Los Angeles County policy states that Children's Social Workers and Deputy Probation Officers (DPO) shall provide notice to the current caregiver of any statutory review hearings, permanency hearings, WIC Section 366.26 hearings, and any disposition hearing in which the dispositional hearing is also serving as a permanency hearing pursuant to WIC Section 361.5 (f). Section 361.5 (f) refers to those instances where the court can order No Family Reunification Services at the disposition hearing.

The right to be heard includes the caregiver's right to submit written information to the court, which may be accomplished by using the JV-290, Judicial Council Caregiver Information Form, or by submitting a letter to court. The JV-290 allows a caregiver to document information related to the current status of the child's medical, dental, general physical and emotional health, as well as the child's current education status, adjustment to his or her living arrangement, and other relevant information. The JV-290 INFO, Judicial Council Instruction Sheet for Caregiver Information Form, provides the caregiver with directions about how to complete and file the form with the court.

In addition to providing the required notice of specified hearings, at least 10 calendar days prior to each of those hearings, the CSW/DPO must also provide the current caregiver with:

A summary of the recommendations for disposition of the hearing, including any recommended change in custody or status;

JV-290, the Caregiver Information Form (revised October 1, 2007); and

JV-290 INFO, the Instruction Sheet for Caregiver Information Form.

DCFS has established policy, tracking systems and staffing to align in providing child welfare services to children and families. The case review process as a whole is established to move a case forward as effectively and efficiently as appropriate. Challenges by a need for consistent practice across office, units and between supervisors, DCFS is in the process of creating a system Core Practice Model and Practice Guide Models for each step and role in case review.

DCFS Court Structure/Relationship

Los Angeles County Dependency Courts; Edmund D. Edelman Children's Court and the Antelope Valley Court, provide legal rulings for dependent children. Edmund D. Edelman Children's Court consists of twenty-two courtrooms. Twenty are dependency calendar/trial courts. Department 413 also hears American Indian/Alaskan Native cases and Department 421 hears dependent children adoptions and independent, agency, stepparent and adult adoptions. DCFS offices are aligned with specific courtrooms. Each courtroom is staffed with a bench officer, judicial assistant/court clerk, courtroom assistant, court reporter, social worker and a deputy sheriff.

Juvenile Court Services (JCS) provides intermediary services between DCFS and the Superior Court of California – Dependency Court system. Juvenile Court Services provides comprehensive court related services including entering all court results into CWS/CMS. Working in concert with regional DCFS offices and County Counsel, JCS ensures the provision of legal sufficiency and application of Federal and State laws in all

court matters and cases. Court Liaison staffs provide legal support while the cases are being heard in the court rooms.

DCFS Juvenile Court Services and Dependency Court staff works together on a number of committees in order to improve services to children and families. Several examples, the Court Process Workgroup purpose is to improve the court process; the Fatherhood Committee works on developing ways to better engage and involve fathers in their children's lives and the Legal Permanency Committee addresses the barriers and challenges that the Court and DCFS face to achieving timely permanency for all children and youth.

Court Related Services, Resources, and Programs

- Located within Edmund D. Edelman's Court is the 211 LA County Children's Court Project, whereby parents are able to go to one of two offices in order to receive referrals for service providers in the parent's own community.
- Court Transportation Services serves about 1381 children a month who are placed in out-of-home care. Children are transported to Court by skilled Transportation Workers.
- Children's Law Center (CLC): CLC attorneys that appear on behalf of children in day-to-day dependency proceedings and also provide committed, passionate representation in a host of related hearings that seek to ensure the well being and future success of each child.
- The juvenile Court's Shelter Care program is located within the Edelman Children's Court. Its purpose is to provide children who are parties in a Court matter, with a safe, non-threatening and supportive environment in which they can engage in various activities while they await their court hearing. The shelter care program has activity areas for play, crafts, games, movies, music, video games and a library. There are also outdoor area activities, including a ball court, swings, gym set, picnic tables and grass. Volunteers assist with educational type of activities and engage the children and youth in various projects. Children and youth, ages 4 to 18 years old and living in out of home care are able to receive shelter care services. The Shelter Care program services a daily average of 70-85 children. While visiting the Shelter Care program, children are provided with fundamental knowledge regarding what they will experience and can expect during the court process. They are also informed of their ability to ask questions and to communicate their needs to their attorney's, social workers and Court Appointed Special Advocates³⁰ (CASA). Shelter Care also provides children and

³⁰ Court Appointed Special Advocates (CASA) of Los Angeles supports volunteers who help abused and neglected foster children in court and the community. A CASA is a trained and supervised volunteer, appointed by a judge to advocate for a foster child. A CASA volunteer provides an independent investigation of the child's circumstances for the judge. The CASA gathers information, writes reports, and makes recommendations to the judge in the child's best interests.

families with private, family setting visiting areas. Conference rooms with tables and chairs are available for attorneys and others to confer with any child. About 650 interviews and visits are coordinated each month by the Shelter Care program so that children can visit with their family or meet with their attorney. Over 300 newly detained children in Shelter Care are photographed, with their photographs being placed in their legal Court files and the DCFS case record.

- Intake and Detention Control (IDC) staff assist CSWs in establishing legal counts and proper language of the law in Court reports. IDC also manages the DCFS Child Abduction Program³¹ and represents DCFS on the inter-agency task force which is tasked with the recovery of abducted dependent children.
- The WIC 241.1 Courtroom monitors cases for children whose cases come under both Dependency (WIC 300) and Delinquency (WIC 600) Courts.
- Family Substance Abuse Treatment Program, otherwise known as Dependency Drug Court. Implemented in 2007, the program uses a team approach to working with parents involved with substance, whose children have been detained by the Court. The team includes the child's parent, the Judge, the attorneys for the child and parent, County Counsel, a DCFS social worker, and substance abuse treatment providers. All families who are referred to "drug Court" must agree to participate in a Family Substance Abuse Treatment Program (FSATP). The FSATP is a one-year treatment and testing program that can help parents in their rehabilitation process. Thus far, participation in this program increases the likelihood for parents to have a successful and timely reunification with their children.
- Parents Beyond Conflict is a Dependency Court program to assist parents and other significant caretakers in reducing their interpersonal conflict and poor communications with one another over custody and to prevent further harm to their children.
- Free Arts began in 1993, coordinating art activities in the waiting areas of the Edmund D. Edelman Children's Courthouse. Free Arts was founded in 1977 by a group of caring artists from Malibu who believed the healing and therapeutic power of the arts could help transform the lives of abused and neglected children.

Effectiveness of Juvenile Court/CWS use of alternative dispute resolution

Dependency Mediation: In 2010 there were 2165 referrals to Dependency Mediation. Of these referrals, 1947 cases were mediated, thereby producing a 73% resolution rate. In 27 % of the cases no agreement was reached.

³¹ Child Abduction Program: If a child under juvenile court supervision is abducted, the CSW notifies the Court to initiate the process of locating and returning the child.

Foster and Adoption, Licensing, Recruitment and Retention

Probation Department

Probation foster youth have not had the opportunity of Foster homes in the past; however, as the emphasis of the Department has shifted to ensuring that every youth has a life-long connections and the opportunity for a permanent home, efforts are moving forward to obtain a Foster Family Agency contract for probation foster youth. Training curriculum for recruited foster parents as well the development of revised Statement of Work and Contract language is in full process to obtain foster homes for probation youth in 2011-2012.

Probation has two Foster Home Consultants under the Placement Bureau who assess every home of relative or non-related extended family member homes for safety. Once the case packet is completed and required criminal clearances and documents for criminal exemptions are obtained, the paperwork is processed and submitted to DCFS Eligibility for determination of financial benefits. Many of these caregivers become interested in the process of adoption and legal guardianship and are referred to PPQA for permanency planning. Through this process, approximately 7 (check number for accuracy) such placements resulted in adoption or legal guardianship.

In addition to this, the Department of Children and Family Services has included Probation in the Diligent Recruitment Grant awarded in 2010. The grant has awarded \$2 million to intensive recruitment of adoptive families and permanent connections for the specific target populations:

- African American and Latino youth
- Probation Youth
- Lesbian, Bi-Sexual, Gay, Transgender (LBGT)
- Deaf Youth

Probation is in the process of identifying a specific number of youth from the current 140 permanency referrals to participate in this grant funded program. Of the 140, 48% are African American, 39% are Latino 1% are Asian, 10% are Caucasian, 1% has Indian heritage and 1% is identified as Other. Additionally, 2% are Lesbian, Bi-Sexual, Gay, Transgender (LBGT), and there are no deaf youth at this time.

Department of Children and Family Services Foster and Adoption, Licensing, Recruitment and Retention

Foster Parent

Licensing

Licensing of foster parents for the Department of Children and Family Services is completed by the State of California's Community Care Licensing (CCL) Division. Licensing standards are set forth in State statutes (CCR Title 22, Division 6, Chapter 9.5) and regulations (Community Care Facilities Act beginning with Section 1500 of the Health and Safety Code). Additionally, Los Angeles County utilizes foster homes that are certified through Foster Family Agencies (FFAs), which are directly licensed by CCL and are subject to licensing requirements related to areas of safety, admissions policies, sanitation, and civil rights.

Although the Department is not a licensing agency, DCFS is engaged in active recruitment and retention of foster parents through partnerships with State and Los Angeles County licensing programs. The DCFS web-site provides foster parent information and a licensing link for adults interested in being foster parents. Los Angeles County DCFS staff provides on-going communication and support for current foster parents. The department participates in county foster parent award ceremonies, such as Angel Heart and partners with community colleges to provide free continuing education to foster parents. Through its adoption and kinship divisions, DCFS focuses efforts on relative placements and foster-adopt resource families. Both will be discussed in the adoptive parent recruitment and retention sections that follow.

Adoptive Parent

Licensing

All foster parents are certified or licensed, however, not all adoptive parents are certified or licensed foster parents.

Adoptive parents for DCFS fall into three defined types: attached, unattached, and foster-adopt. In Los Angeles County, foster parents and relative caregivers adopting children already in their care are called *attached applicants* by DCFS. Attached applicants begin the adoption process with an Adoption Assessment. If they're willing to consider adoption, an adoption home study is initiated. The adoption home study involves interviews and documentation about things such as health, finances and employment. Legal guardians are attached applicants and must complete an adoption home study.

An adoptive applicant who is waiting for a child but has not had a child identified for them, is considered an *unattached applicant*. Unattached applicants go through a process of assessment which includes participation in 33 hours of pre-service training to begin the family assessment (home study) process. The Permanency and Safety: Model Approach to Partnership in Parenting (PS-MAPP) training is an interactive group process that helps prospective caregivers explore if adoption is the right choice for them. The PS-MAPP program requires a six-week commitment (twice weekly or meetings on Saturday for six consecutive weeks). Each meeting is co-lead by a DCFS social worker, a contract trainer, and a resource parent. Not all unattached applicants choose to become foster parents and therefore they may not have a foster care license.

Unattached applicants who are also licensed foster parents are called *fast-adopt applicants*. People who are obtaining their foster care license as a prelude to adoption, participate in an orientation meeting held by California Community Care Licensing (CCL) and complete the PS-MAPP classes. Attending the orientation is the first step in obtaining the foster care license necessary for a fast-adopt families. Fast-Adopt families are also called resource families as they are a resource to a child and birth parents. Fast-Adopt families work toward reunification with birth parents while family reunification services are in effect, but will also adopt the child if parental rights are terminated.

Criminal Record Clearances

Criminal record clearances are required for all caregivers as a part of licensing kinship care and adoptive home studies. Backgrounds are evaluated through the California Law Enforcement Electronic Tracking System (CLETS), and as required through fingerprint Live-Scans. The evaluation assists in determining safety and risk and is used to assess caregivers who provide out-of-home care for children.

Recruitment

Fast-Adopt family homes are a primary source of adoptive parents for the County. In addition, DCFS utilizes multiple strategies for recruitment of adoptive parents including engaging faith based organizations, various mediums of communication and community events. Throughout 2008-2010, the Department implemented staggered, focused, media campaigns through various mediums of communication which included radio and newspaper ads, public service announcements, billboards, newsletters and the internet. Local business such as Starbucks, Subways and other restaurant chains, as well as local schools, provided visible areas to display brochures and posters. Furthermore, various family recruitment events were staged in community forums which include sporting events, as well as 'Taking Care of Business' days where families receive assistance in completing State licensing applications, arranging live-scans and Cardio-Pulmonary Resuscitation training. Many of these recruitment strategies allowed for opportunity to target adoptive families for specific populations such as children of Latino

and African American ethnicity, Gay, Lesbian, Bisexual, Transsexual and Questioning (GLBTQ) youth, as well as teenage youth. Recruitment efforts have been supported by on-going, monthly adoption applicant orientations which are available in each of the Service Planning Area (SPA) throughout the County.

DCFS was recently awarded a Federal Grant on Diligent Recruitment. The purpose of the grant is to fund, by awarding cooperative agreements, multi-faceted diligent recruitment programs for a range of resource families. DCFS proposed to "improve permanency outcomes for four underserved populations: older African American and Latino youth, LGBTQ (Lesbian/Gay/Bisexual/Transgender/Questioning) youth, deaf youth and youth with Probation". Current DCFS recruitment programs such as the faith-based outreach, Kidsave, and recruiting for families for the deaf, all have a component in them where there is someone that will have monthly contact with any applicant going through the process. DCFS is initiating a program for Resource Parent (RP) Ambassadors. Existing Resource Parents recruit families and maintain contact with them throughout the process so they can be a support to those families.

To focus on permanence for older youth, DCFS was involved in a grant project, Older Youth Adoption Project (OYAP). From July 1, 2006 to June 30, 2010, specialized units of adoption social workers, received extra consultation and individualized training in order to increase their family finding and engagement skills. The OYAP grant also financed the placement of radio and billboard advertisement throughout the County, sharing the need for permanent families for older youth involved in the foster care system. In an April 2010 State report, OYAP identified that approximately 32% of the 406 youth involved in the project moved towards some form of permanence during the grant period.

Since the previous CSA report, DCFS enlisted technical assistance from the National Resource Center (NRC), who observed adoptive applicant orientations and then provided constructive feedback on how to develop user-friendly orientations. Recommended changes included reducing the number of presentation slides and having staff be positive in their orientation. The NRC also recommended the creation of a tracking system to insure that all families who express interest from a recruitment event are contacted within two business days of the event. In response to recommendations DCFS has developed a user-friendly web-site www.shareyourheartla.org and families are being contacted within two business days of an event. Further expansion of web-based tracking systems are planned through cooperative work with Casey Family Programs.

In addition to these recruitment efforts, DCFS along with the Freddie Mac Foundation also participates in special recruitment and retention programs that improve or shed positive light on the lives of children in foster care.

Special programs include:

- *Wednesday's Child*, a televised adoption program that has assisted in finding permanent homes for children in foster care. This popular television recruitment campaign, features the Department's highest need population of children (e.g., older children, ethnic minorities, children with special needs, and larger sibling sets).
- *The Heart Gallery*, features compelling photos of children in foster care in need of adoption. These photos, as well as award winning artwork are exhibited at events and community sites throughout the County and beyond. In 2010 the photos were displayed at the department-wide convenings which drew about 3000 DCFS staff and Community Partner participants.
- *The Adoption Expo*, an annual event that provides a wealth of information on adoption for our community.

Retention:

A challenge in any child welfare agency is keeping foster parents and adoptive applicants actively engaged in the foster care system. Concurrent planning can be emotionally demanding for resource families as they devote themselves to reunification while being open to adoption. DCFS has a variety of caregiver support programs in place to address the challenge of retention:

- Training Intervention Education and Services (TIES) for families and Loss Intervention for Families in Transition (LIFT), offers counseling for families who have adopted County children. Also support groups are available for Resource Parents who have lost or are at-risk of losing a child they hoped to adopt;
- Treatment Foster Care (TFC) System: This program provide specialized training for resources families who provide home for DCFS children with intensive mental health challenges. There are also on-going in-home support services for the child and caregiver; and
- Family-to-Family Anchor Sites: Host monthly community forums whereby a wide representation of community members and DCFS work together in building community capacity and improving the service delivery system for children in foster care. (e.g., TDM, Building Community Partnerships, Recruiting, Developing, and Supporting Resource Families, Evaluation, Parent Partners, etc.).

Wraparound Services (discussed in detail in the Service Array section of this report) and Residentially-Based Services are additional caregiver supports. The child receives services while in the care home.

Kinship Care

Nearly 50% of DCFS children in placement reside in the home of a relative or non-related extended family member. This is a huge placement option resource. The DCFS Kinship Support Division offers support services and resources for relative caregivers. Services and supports include information and referrals, emergency assistance, respite and recreational support groups, relative home assessments and approvals, relative caregiver training and other activities both for caregivers and children. In addition, DCFS offers Kinship Education, Preparation, & Support (KEPS) a no-cost training program for formal kinship care providers in Los Angeles County. The program assists kinship care providers in meeting the safety, emotional and developmental needs of the child(ren) placed in their care. Relative caregivers are supported in learning how to work with local school systems and other educational resources. KEPS also facilitates on-going, informal, social support networks made up of relative caregivers and provides opportunity for help in understanding Adoption Safe Families Act (ASFA) placement guidelines, agency language and both the Juvenile Court legal and approval processes.

Assisting in the retention of Adoption and Foster parents is California's Blue Ribbon Commission on Children in Foster Care, which is a high-level, multi-disciplinary body providing leadership on the issues that face our foster children and their families and the courts and agencies that serve them. The commission's charge is to provide recommendations to the Judicial Council of California on ways the Courts and their partners can improve safety, permanency, well-being, and fairness outcomes for children and families.

In addition to the aforementioned programs, the Los Angeles County Adoption Consortium meets monthly with DCFS Adoptions and Permanency Resources Division, Post Adoption Services, Adoption Promotion and Support Services, as well as adoption private agencies to share and discuss adoption practices, adoption regulations, and recruitment efforts. Classes are offered at area community colleges for Resource Parents to earn units, learn more, and gain support from trainers and other Resource Parents.

Specialized Care Increment (SCI) - D-Rate and F-Rate

To increase the stability of the foster placements for children with special needs and to ensure that a child is placed in a home that will meet the child's needs and is receiving the appropriate services, specialized care increment D-Rate (mental health rate) and F-Rate (medical health) foster care rates have been established. A DCFS designated unit of D-Rate specialists provides assistance to CSWs in identifying and assessing the needs of children with special needs, by ensuring the caregiver's home meets the child's needs. F-Rate determinations are completed by the child's medical professionals with assistance from a public health nurse. Caregivers for specialized rates have enhanced foster care training to become certified in their respective rate

level. For example, D-Rate caregivers have participated in or are participating in 16 hours of initial D-rate certification training and 18 hours yearly thereafter to remain certified.

Quality Assurance

Department of Children and Family Services

DCFS incorporates multiple quality assurance measure practices within the child welfare system. Practices can be formal and informal, internal to the Department or external through public and private collaborations. Quality assurance is used to establish patterns, identify successes and challenges and maximize service efforts to be as effective as possible.

Public Evaluation: Federal, State and County Reports

Adoption and Foster Care Analysis and Reporting System:

The Adoption and Foster Care Analysis and Reporting System (AFCARS) is a Federally mandated data collection system intended to provide case specific information on all children covered by the protections of Title IV-B/E of the Social Security Act (Section 427). Under the final AFCARS' rule, states are required to collect data on all adopted children who are placed by the state's child welfare agency or by private agencies under contract with the public child welfare agency. States are required to collect data on all children in foster care for whom the state child welfare agency has responsibility for placement, care, or supervision. In addition, states are encouraged to report other private adoptions not involving the public welfare agency that are finalized in the state.

AFCARS' reporting periods extend from October 1 to September 30 of the following year. The National Data Archive on Child Abuse and Neglect distributes two data files for each fiscal year; one file contains adoption data and the other foster care data. Each adoption data file contains 37 elements that provide information on the adopted child's gender, race, birth date, ethnicity and prior relationship with the adoptive parents, the date the adoption was finalized, as well as dates parental rights were terminated, characteristics of birth and adoptive parents, and whether the child was placed from within the United States or from another country are also captured. The foster care data files contain 66 elements that provide information on child demographics including gender, birth date, race, and ethnicity. Information about the number of previous stays in foster care, service goals, availability for adoption, dates of removal and discharge, funding sources, and the biological and foster parents are also included in the foster care files.

California Outcomes and Accountability System:

Guided by the California Department of Social Services, Outcomes and Accountability section, the Department of Children and Family Services and Probation Department participate in the California Outcomes and Accountability System (Described in the introduction section of this document). The series of reports Peer Quality Service Review, County Self-Assessment and System Improvement Plan, model a process of on-going system evaluation. DCFS has on an on-going basis, assigned a section of staff tasked with the completion of the three COAS reports. In 2009, DCFS envisioned a more comprehensive need for strategy management and established the Bureau of Strategic Management within which the Office of Strategy Management is charged not only with engaging in the California Outcomes and Accountability System, but also incorporating the information gathered and lessons learned into the strategic planning of the Department.

Katie A. Implementation Plan

Describes the systematic process by which all children in new and currently open DCFS cases are screened for mental health needs, and if screened positive, are assessed for mental health services. A Coordinated Services Action Team (CSAT) oversees the Referral Tracking System (RTS) and produces a Summary Data Report (RTS Summary Report). Reports produced include monthly utilization reports and quarterly progress and outcome reports. The RTS Summary Report provides a number of data elements related to the screening, referral and service linkage process. In addition to raw data on the basic activities associated with the screening, referral and service linkage process, the report provides the participation rates and other data elements important to track in measuring compliance and progress. DCFS and the Department of Mental Health are able to use the data to make any changes in forms or process that will help improve services to children. Examples of change have included simplification of screening referral forms and adjustments in training for staff in DCFS offices as the CSAT process rolls out.

National Data Archive on Child Abuse and Neglect (NCANDS)

A resource since 1988, NDACAN promotes scholarly exchange among researchers in the child maltreatment field. NDACAN acquires microdata from leading researchers and National data collection efforts and makes these datasets available to the research community for secondary analysis. NDACAN supports information-sharing through its Child Maltreatment Research List Serve and its Update e-newsletter and provides training opportunities to researchers through conference workshops and its annual Summer Research Institute. Los Angeles County utilizes this resource in research projects completed through the Departments' research sections.

National Youth in Transition Data (NYTD)

Los Angeles County, in cooperation with the State of California utilizes CWS/CMS for data input, to satisfy the Federal Department of Health and Human Services (DHHS) regulations requiring data collection and reporting for the Chafee National Youth in Transition Database (NYTD). The data recorded allows for direct knowledge of service provision for transitional age youth and is monitored by DCFS and Probation Managers and the Youth Developmental Services section. Los Angeles County has established a workgroup and data collection options to help with the coordination of the NYTD information.

Residentially Based Services Demonstration Project

Los Angeles County participates in the State's group home reform effort. In May of 2010 a claim and payments tracking system was finalized which will allow for quality controls of this project. In addition, a Roundtable Group and an Advisory Group will be established to focus on practice and implementation as well as sustainability and expansion.

Title IV-E Waiver Demonstration Capped Allocation Project (CAP)

Under Federal law, Title IV-E of the Social Security Act provides foster care maintenance payments for children placed in out-of-home care. In 2004, California proposed that the Federal government waive certain Title IV-E requirements for five years for counties that elect to participate in a *Title IV-E Waiver Capped Allocation Demonstration Project* (the Waiver). These requirements only allowed funding for services when children were removed from their homes. With the Waiver, funding could be used flexibly to provide services and supports while children remain safely at home.

DCFS is involved in the Waiver Project and began the first sequence of the project on July 1, 2007. The Waiver is scheduled to end on June 30, 2012. With the Waiver, DCFS builds upon existing innovative practices to create a more responsive and comprehensive array of services and supports. Probation utilizes the Waiver to engage in family-centered, evidence-based practices.

The County's Title IV-E Waiver Demonstration Project targets four main outcome areas:

- Improved Safety,
- Increased Permanency,
- Reduced Reliance on Out-of-Home Care, and

- Child & Family Well-being.

The first sequence of the Title IV E Waiver set out with a goal of less restrictive out-of-home care. Strategies focused on crisis intervention and permanency, through the following:

- TDM - Permanency Planning Conferences (PPC);
- Youth Permanency (YP) Units;
- Up-front Assessments (UFA);
- Functional Family Therapy (FFT) & Multi-Systemic Therapy (MST);
- Cross-System Assessment (CSA); and
- Prospective Authorization and Utilization Review Unit (PAUR).

The first sequence ended in February 2009.

The second sequence immediately followed the first and the goal focused on community support with strategies of prevention and early intervention. Strategies included:

- Continue and Expand First Sequence Initiatives;
- TDM – Emergency Response Command Post (ERCP);
- Prevention Initiative Demonstration Project (PIDP); and
- Promoting Safe and Stable Families (PSSF)

Los Angeles County received a one-year extension to continue Waiver funding during fiscal year 2012-2013. The County is presently considering goals and strategies for Waiver funds, related to decreasing re-entry rates following reunification, lessening the number of youth in care for three years or longer, who are emancipating or age 18, and increasing placement stability rates for children in out-of-home care.

County CAPIT/CBCAP/PSSF Program Accountability and Oversight

In the CAPIT/CBCAP/PSSF programs, DCFS program staff provides telephonic and on-site technical reviews to community-based agencies to ensure contract compliance. Quarterly CAPIT and Family Services (FS) Circle of Support meetings, monthly Family Preservation (FP) Roundtable meetings, and monthly/quarterly network meetings are conducted to provide the agencies with technical assistance from DCFS program staff.

The meetings also provides the agencies with the opportunity to come together to share ideas, discuss program issues and enhance their existing community-based networks, and resolve identified problems.

In addition to promoting community-based programs and resources within the Department, DCFS program staff provides on-going training and assistance to DCFS line social work staff. They also review monthly program expenditures in order to monitor over and under expenditures of CAPIT/CBCAP/PSSF allocations.

The Contract Accounting Section in the Accounting Services Division of DCFS is in charge of establishing encumbrances for each agency based on the authorized contract awarded by the County Board of Supervisors. Each agency is paid according to the terms and conditions stated in the contract. In addition, the County Fiscal Manual and other guidelines issued by County Auditor-Controller's Office provide internal control tools to satisfy future audits which are required. The Encumbrance and Payment process contains a multi-level approval system, which is as follows:

- Each payment requires review and approval by Program Manager and at least one accounting supervisor on the actual invoice. The payment will be data entered into the County on-line payment system with approval from two additional accounting supervisors or managers.
- The accounting staff reconciles the expenditure reports on a monthly basis.
- All payments are processed through on-line County-wide Accounting and Purchasing System (CAPS) and the invoices and payment records are stored in a designated storage space by fiscal year.

Quality Assurance Fiscal

DCFS CAPIT/CBCAP/PSSF program analysts monitor the monthly expenditures/invoices for each program and inform contract agencies via meetings, telephone, and written correspondence in the event that there are program under or over expenditures. The DCFS Accounting staff process all invoice payments through the County-wide Accounting and Purchasing System (CAPS) and the invoices and payment records are stored in a designated storage space by fiscal year for five (5) years and then archived. Effective July 1, 2005, CAPS began electronically storing fiscal data was renamed Electronic County Accounting and Purchasing (E-CAPS).

Due to the multiple funding sources (i.e., Federal, State, and net County cost) allocated to community based agencies to provide PSSF services, DCFS has established specific cost centers to ensure fiscal accountability. In addition, community based agencies submit invoices to DCFS; DCFS will record and then submit County Expense Claims to

the Office of Child Abuse and Prevention (OCAP), using the Program Codes (i.e., 515 Family Preservation, 516 Family Support, 675 Adoption Promotion and Support, and 676 Time-Limited Family Reunification) as instructed in County Fiscal Letter (CFL) No. 01/02-37.

Los Angeles County is committed to achieving the following child and family service outcomes with the PSSF programs listed below servicing each of the target populations:

1. Children are, first and foremost, protected from abuse and neglect.

Name of Service	Service Sites	Target Population
Family Support (PSSF)	County-wide	<ul style="list-style-type: none"> Caregivers with inadequate parenting skills Families with pregnant or parenting teens Families referred by DCFS who have an unfounded allegation, but still need services to avoid future DCFS involvement
Family Preservation: Alternative Response Services (CBCAP)	County-wide	<ul style="list-style-type: none"> Families that have an inconclusive child abuse or neglect allegation who are in need of support services (Alternative Response Services)
Family Preservation (PSSF)	County-wide	<ul style="list-style-type: none"> Families in the DCFS/Probation systems with a child(ren) who has been neglected or abused and who is at imminent risk of placement in out-of-home care Families with child(ren) in out-of-home placement who may be safely returned sooner, as order by the court, if FP services are provided
Time-Limited FR (PSSF)	County-wide	<ul style="list-style-type: none"> Families with substance abuse issues and who have a child(ren) placed in out-of-home care 15 months or less

2. Children are safely maintained in their own homes whenever possible.

Name of Service	Service Sites	Target Population
Family Support (PSSF)	County-wide	<ul style="list-style-type: none"> Caregivers with inadequate parenting skills Families with pregnant or parenting teens Families referred by DCFS who have an unfounded allegation, but still need services to avoid future DCFS involvement
Family Preservation: Alternative Response Services (CBCAP)	County-wide	<ul style="list-style-type: none"> Families that have an inconclusive child abuse or neglect allegation who are in need of support services (Alternative Response Services)
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Family Preservation (PSSF)	County-wide	<ul style="list-style-type: none"> Families that have an inconclusive child abuse or neglect allegation who are in need of support services (Alternative Response Services) Families in the DCFS/Probation systems with a child(ren) who has been neglected or abused and who is at imminent risk of placement in out-of-home care Families with child(ren) in out-of-home placement who may be safely returned sooner, as order by the court, if FP services are provided

3. Children have permanency and stability in their living situations.

Name of Service	Service Sites	Target Population
Family Support (PSSF)	County-wide	<ul style="list-style-type: none"> Caregivers with inadequate parenting skills Families with pregnant or parenting teens Families referred by DCFS who have an unfounded allegation, but still need services to avoid future DCFS involvement
Family Preservation: Alternative Response Services (CBCAP)	County-wide	<ul style="list-style-type: none"> Families that have an inconclusive child abuse or neglect allegation who are in need of support services (Alternative Response Services)
Family Preservation (PSSF)	County-wide	<ul style="list-style-type: none"> Families in the DCFS/Probation systems with a child(ren) who has been neglected or abused and who is at imminent risk of out-of-home placement Families with child(ren) in out-of-home placement who may be safely returned sooner, as order by the court, if FP services are provided
Adoption Promotion and Support (PSSF)	County-wide	<ul style="list-style-type: none"> Children with an alternative permanent plan of adoption for whom recruitment efforts are underway, children in long-term foster care who and could benefit from a permanent plan of adoption, and children who are hesitant about being adopted Families pursuing adoption by becoming a resource family through participation in Partnering for Safety and Permanence-Model Approach to Partnership in Parenting Families involved in the adoption process, including pre-adoption activities and the adoption home study Children and families in need of support and services before, during, or following adoptive placement Families in need of support and services due to risk of adoption disruption after finalization Adoptive families adopting a sibling group

4. The continuity of family relationships and connections is preserved for children.

Name of Service	Service Sites	Target Population
Family Support (PSSF)	County-wide	<ul style="list-style-type: none"> Caregivers with inadequate parenting skills Families with pregnant or parenting teens Families referred by DCFS who have an unfounded allegation, but still need services to avoid future DCFS involvement
Family Preservation: Alternative Response Services (CBCAP)	County-wide	<ul style="list-style-type: none"> Families that have an inconclusive child abuse or neglect allegation who are in need of support services (Alternative Response Services)
Family Preservation (PSSF)	County-wide	<ul style="list-style-type: none"> Families in the DCFS/Probation systems with a child(ren) who has been neglected or abused and who is at imminent risk of placement in out-of-home care Families with child(ren) in out-of-home placement who may be safely returned sooner, as order by the court, if FP services are provided
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5. Families have enhanced capacity to provide for their children's needs.

Name of Service	Service Sites	Target Population
Family Support (PSSF)	County-wide	<ul style="list-style-type: none"> Caregivers with inadequate parenting skills Families with pregnant or parenting teens Families referred by DCFS who have an unfounded allegation, but still need services to avoid future DCFS involvement
Name of Service	Service Sites	Target Population
Family Preservation: Alternative Response Services (CBCAP)	County-wide	<ul style="list-style-type: none"> Families that have an inconclusive child abuse or neglect allegation who are in need of support services (Alternative Response Services)

Name of Service	Service Sites	Target Population
Family Preservation (PSSF)	County-wide	<ul style="list-style-type: none"> Families in the DCFS/Probation systems with a child(ren) who has been neglected or abused and who is at imminent risk of placement in out-of-home care Families with child(ren) in out-of-home placement who may be safely returned sooner, as order by the court, if FP services are provided
Adoption Promotion and Support (PSSF)	County-wide	<ul style="list-style-type: none"> Children with an alternative permanent plan of adoption for whom recruitment efforts are underway; children in long-term foster care who could benefit from a permanent plan of adoption, and children who are hesitant about being adopted Families pursuing adoption by becoming a resource family through participation in Partnering for Safety and Permanence-Model Approach to Partnership in Parenting Families involved in the adoption process, including pre-adoption activities and the adoption home study Children and families in need of support and services before, during, or following adoptive placement Families in need of support and services due to risk of adoption disruption after finalization Adoptive families adopting a sibling group
Time Limited FR (PSSF)	County-wide	<ul style="list-style-type: none"> Families with substance abuse issues and who have a child(ren) placed in out-of-home care 15 months or less

6. Children receive appropriate services to meet their educational needs.

Name of Service	Service Sites	Target Population
Family Support (PSSF)	County-wide	<ul style="list-style-type: none"> Caregivers with inadequate parenting skills Families with pregnant or parenting teens Families referred by DCFS who have an unfounded allegation, but still need services to avoid future DCFS involvement
Family Preservation: Alternative Response Services (CBCAP)	County-wide	<ul style="list-style-type: none"> Families that have an inconclusive child abuse or neglect allegation who are in need of support services (Alternative Response Services)
Name of Service	Service Sites	Target Population
Family Preservation (PSSF)	County-wide	<ul style="list-style-type: none"> Families in the DCFS/Probation systems with a child(ren) who has been neglected or abused and who is at imminent risk of placement in out-of-home care Families with child(ren) in out-of-home placement who may be safely returned sooner, as order by the court, if FP services are provided

Name of Service	Service Sites	Target Population
Adoption Promotion and Support (PSSF)	County-wide	<ul style="list-style-type: none"> Children with an alternative permanent plan of adoption for whom recruitment efforts are underway; children in long-term foster care who could benefit from a permanent plan of adoption, and children who are hesitant about being adopted Families pursuing adoption by becoming a resource family through participation in Partnering for Safety and Permanence-Model Approach to Partnership in Parenting Families involved in the adoption process, including pre-adoption activities and the adoption home study Children and families in need of support and services before, during, or following adoptive placement Families in need of support and services due to risk of adoption disruption after finalization Adoptive families adopting a sibling group

7. Children receive adequate services to meet their physical and mental health needs.

Name of Service	Service Sites	Target Population
Family Support (PSSF)	County-wide	<ul style="list-style-type: none"> Caregivers with inadequate parenting skills Families with pregnant or parenting teens Families referred by DCFS who have an unfounded allegation, but still need services to avoid future DCFS involvement
Family Preservation: Alternative Response Services (CBCAP)	County-wide	<ul style="list-style-type: none"> Families that have an inconclusive child abuse or neglect allegation who are in need of support services (Alternative Response Services)
Family Preservation (PSSF)	County-wide	<ul style="list-style-type: none"> Families that have an inconclusive child abuse or neglect allegation who are in need of support services (Alternative Response Services) Families in the DCFS/Probation systems with a child(ren) who has been neglected or abused and who is at imminent risk of placement in out-of-home care Families with child(ren) in out-of-home placement who may be safely returned sooner, as order by the court, if FP services are provided

Name of Service	Service Sites	Target Population
Adoption Promotion and Support (PSSF)	County-wide	<ul style="list-style-type: none"> ▪ Children with an alternative permanent plan of adoption for whom recruitment efforts are underway; children in long-term foster care who could benefit from a permanent plan of adoption, and children who are hesitant about being adopted ▪ Families pursuing adoption by becoming a resource family through participation in Partnering for Safety and Permanence-Model Approach to Partnership in Parenting ▪ Families involved in the adoption process, including pre-adoption activities and the adoption home study ▪ Children and families in need of support and services before, during, or following adoptive placement ▪ Families in need of support and services due to risk of adoption disruption after finalization ▪ Adoptive families adopting a sibling group

Quality Assurance: Contractors

The DCFS staff of Family Preservation, CAPIT, and Family Support all performs Technical Reviews for quality assurance. Time Limited quality assurance is performed by the Department of Public Health for Substance Abuse Prevention and Control. This quality assurance relates to service deliverables.

The County's Quality Assurance Plan requires that the County (or its agent) will evaluate the contractors' performance and the contract on no less than an annual basis. This evaluation will include assessing the contractors' compliance with all contract terms and conditions and performance standards. The Department's practice is to write a summary and have the agencies identify a corrective action plan to address any issues identified in the Technical Review.

Additionally, in CAPIT the contractors are required to follow the contract Quality assurance plan. This Quality Assurance plan is to describe the following components: QA Written Policies and Procedures, Client Feedback, Program Staff development, development and assessment of Measurable Program and Service Quality Indicators, QA Plan Implementation and Quality Assessment and Assurance Reports.

The contractor must establish a Quality Assurance Committee which shall develop, review and revise the QA plan on an annual basis. Additionally the QA Committee must meet quarterly to assess and make recommendations for the improvement of program services. The Quality Assurance Committee must make a corrective action plan for identified program deficiencies. The QA Committee consists of representative of the program and agency such as clients, volunteers, program staff, management, consultants and others. (e.g., staff from other community-based organizations.)

To most effectively evaluate and support the CAPIT/CBCAP/PSSF programs in Los Angeles County, DCFS developed various methods in which to evaluate goals and outcomes. The CAPIT/CBCAP/PSSF funded agencies are as diverse as the needs of the ethnic and cultural communities that make up Los Angeles County; thus, each funded agency is evaluated and supported individually for its unique program, as well as in total, by the Department's program analysts. Individualized attention is accomplished through:

- Site Visits, which include review of the goals and services as noted in the agency's statement of work, technical support, and encouragement toward program enhancements such as outreach activities;
- Regular Support Forums, which allow for networking among the various agencies, discussion of successes, and sharing of 'lessons learned'; thus enhancing knowledge which in turn aids in developing recommendations for further program and policy enhancement; and
- Client Satisfaction Surveys, which assess engagement, short-term, intermediate and long-term goals.

DCFS strives to achieve the following outcomes for children in families residing in Los Angeles County: Safety, Good Health, Social/Emotional Well Being, Economic Well Being, Scholastic Achievement and Work Force Readiness. It is the Department's mission that in collaboration with our community partners, families will be more capable of providing a safe and stable home environment that addresses the unique needs of each child. DCFS recognizes that an individual's satisfaction with services is key to developing and supporting healthy families. As a result, DCFS has developed, in conjunction with our currently funded CAPIT/CBCAP/PSSF agencies, a client satisfaction survey that measures engagement, short-term, and intermediate outcomes. These outcomes are addressed by indicators that rank a client's response on how much the client feels the services are helping them, how satisfied they are with the services they are receiving, how respectful and courteous they find the staff, and if they would seek future services if necessary. Additionally agencies have developed their own pre and post-tests, measuring short-term outcomes specific to an individual's progress in their programs.

The client satisfaction survey gathers critical demographic information used to determine gaps in services for a particular population or a specific region of the County. Referred information is received, as well as the type and length of time of service. CAPIT/CBCAP/PSSF funded agencies are expected to survey their clients once every quarter; thus, providing the Department with on-going client satisfaction data and feedback as to what extent services are helpful.

The prevention of child abuse does not solely rest on the ability of any program and the limited services it can provide to a population as large and as diverse as Los Angeles County. It is recognized that the incidence of child abuse is impacted by a number of factors including but not limited to economics, housing, transportation, education, childcare, and employment. Therefore, long term outcomes can only be defined by how the CAPIT/CBCAP/PSSF programs in conjunction with other services affect the trends in child abuse. Client satisfaction survey is able to capture what services clients perceive as difficult to acquire in their community which provides additional data that helps identify critical needs that impact the well being of families and children.

Data from this survey will be gathered from CAPIT/CBCAP/PSSF funded agencies and compiled as a whole, and for each individual agency. Agencies will receive the compiled data to further assess, develop and enhance their own individual programs. This outcome data assists in indicating if we are meeting those needs identified in the needs assessment, in addition to what needs still exist as perceived by the clients.

DCFS continues to collect data from Family Preservation providers. A baseline for service delivery has been established and has afforded the ability to monitor the impact of Family Preservation services on family functioning. Data is extracted from the service providers' monthly reports, semi annual reports, annual reports, and reimbursement invoices. All forty (40) agencies have volunteered to measure family functioning at case opening and closing via a County approved assessment tool. The aforementioned reports contain the following information, which DCFS program staff monitors and tracks:

- Description of the services/activities provided;
- Monitors program utilization via expenditures;
- Unduplicated counts of children, families, and adults served;
- Matching of services/activities rendered with monthly reimbursement invoices;
- Parental involvement on program oversight boards;
- Meeting dates of service providers with collaboratives;
- Development of new collaboratives;
- Existence of a program evaluation component; and
- Participation in monthly Roundtable meetings hosted by DCFS.

Initial data continues to indicate that when Family Preservation services are introduced at the case opening, there is a reduction in the number of children entering into the

foster care system and in the length of time that children stayed in out-of-home placement. . Measures include the number of children and families served the length of service and re-entry rates.

As a part of the service agreement, service providers must develop and implement a quality control plan, documenting how the plan will meet the quality of services as required by the agreement. Identified problems are addressed and resolved in one of the following three (3) means: (1) on-going technical support provided by DCFS program staff to service providers, (2) in-person service provider site visits conducted by DCFS program staff, and, (3) collective with all service providers in Circle of Support partnership meetings hosted by DCFS.

Quality Assurance: Internal

The Department of Children and Family Services has embarked on the development of a Core Practice Model which reflects the values, principles and standards that describe the Department's approach to working with children and families. Values are the elements that are an intrinsic guide for the way the Department works with children, families, the community, and each other. Principles are the operationalized definition of Department values. They are the fundamental code that guides daily interactions. Standards are the way in which the Department can measure the quality and effectiveness of practice. The developing model is evidence based, and includes best and promising practices in the field of child welfare.

A practice model promotes critical thinking and guides the daily activities and work the Children Social Worker. Critical thinking is the foundation of effective work in child protective services. Critical thinking is "the intellectually disciplined process of actively analyzing, synthesizing, and/or evaluating information gathered from, or generated by effective listening and communication." (Scriven and Paul, February 2005)

Continuous Quality Improvement (CQI) Plan Do Study Act (PDSA)

CQI is a quality assurance process that creates a forum in which managers, staff and invited others; engage in analysis and planning regarding office-based initiatives and practices. CQI was originally developed to address implementation issues related to Concurrent Planning, but has since been adopted by many DCFS offices that find it beneficial to child welfare work. A component of CQI is the use of Plan Do Study Act (PDSA), which involves taking an idea about a need or area of focus, establishing a goal and developing a small pilot process from which analysis can be obtained. PDSAs are currently utilized in DCFS offices.

DCFS' Bureau of Information Systems provides information system services. The bureau is responsible for the following:

- Gathering, managing, storing, and disseminating program information;
- Providing a technological environment to support DCFS' mission and goals;
- Coordinating the Department's service 'delivery activities through the development of tools and software applications;
- Supporting the County's participation in the state-wide CWS/CMS application; and
- Partnering with DCFS program staff to guide and improve data collection methodology and the reporting of performance measures and outcomes.

Managing for Results-Data Driven Decision Making

Child welfare agencies have been collecting data for years, but it hasn't been until more recently that child welfare agencies are discovering the power of data for promoting practice improvement. Data driven decision making goes beyond required data reporting into establishing techniques to analyze the wealth of data available and subsequently applying gained knowledge to strategically plan and establish department priorities.

As such, DCFS is implementing a DCFS "comp stat" process, in order to strengthen the Department's ability to manage towards a set of consistent and prioritized data; create opportunities at the office, bureau, and executive levels to discuss challenges, and share best practices. Two forms of data will be used in the comp stat process; quantitative data gathered from various data tracking systems and qualitative data gathered through the Department's Quality Service Reviews (QSR) discussed below. By combining the qualitative and quantitative data DCFS staff will be better equipped to understand, discuss, and act upon data trends and analysis. Implementation of the "live" comp stat process is scheduled by end of calendar year 2011.

Quality Service Review (QSR)

Quality Service Review is a method for appraising the current status of persons receiving child welfare services. Case reviews are completed by engaging in record review and interviews with all parties involved in a child case. An established set of indicators measure the status of a child involved in a case, while other indicators measure the status of the child welfare system. The QSR process was implemented in Los Angeles County DCFS in late 2010 as part of the Department's exit criteria to document system performance improvement under the Katie A. Strategic Plan. The

QSR process has been completed in five of the 19 DCFS offices, with a plan to complete a review of the additional offices throughout 2011 and early 2012.

Both the DCFS Comp stat process and the Quality Service Review process are opportunities to enhance the Department's ability to analyze information and data and to implement strategies to address and improve practice.

Grants and Quality Assurance

DCFS is currently involved in no less than nine grants. Each grant focuses on a different topic area such as permanence, safety or well-being as well as different populations, such as older youth or children with special needs. A key element of grant funding is the reporting back process embedded in the grant. This creates a quality assurance opportunity.

In July of 2010, the Older Youth Adoption Project grant ended. This project focused on permanence for older youth. DCFS staff employed family finding efforts and engagement techniques learned throughout the five year grant in order to engage youth from hard to place populations. In April 2010, the DCFS Older Youth Adoption Project reported to the state that approximately thirty-two percent (32%) of the 406 youth involved in the project had either reached permanency, were placed with a relative, or had an identified permanent caretaker and were moving towards permanence.

DCFS grants focused on permanence:

The Diligent Recruitment of Families for Children in the Foster Care System Grant: This five year grant through the Department of Health and Human Services, is focused on four underserved populations:

- Older African American and Latino Youth;
- Lesbian Gay Bisexual Transgender and Questioning (LGBTQ) youth;
- Deaf Youth; and
- Probation Youth.

California's Partners for Permanency (CAPP) Grant: This five year Federal grant, through the California Department of Social Services, began in 2010. The focus of this grant is as follows:

- Reduce the number of foster care entries;

- Increase timeliness of permanent placements;
- Remove identified barriers to permanence;
- Reduce the number of placements of children in foster care;
- Reduce the number of foster care children aging out of the system;
- Increase the rate of father and paternal-family involvement in permanency planning; and
- Remove negative incentives to adoption (allow services to follow child after permanent placement).
- Address issues of disproportionality and disparate over-representation of African-American and Native American children who grow up in the foster care system with delays in achieving permanency.

Preparation and Support for Families Adopting Children with Special Needs Grant: Currently in the third year of a 3-year contract, funded by DCFS, this contract focuses on resource families caring for children with special needs.

Department of Health and Human Services Fostering Family Connections Navigation Grant: This three year grant began in 2009 funded through Children's Bureau Discretionary Grant/ Department of Health and Human Services. This grant is focused on the population of kinship caregivers.

DCFS grants focused on well-being:

Comprehensive Community Mental Health Services for Children and Their Families Program: A five year grant that began in 2006 and will continue through 2011, this grant focuses on the family. It is designed to create a system of care for young children aged birth through 5, who are in need of mental health services.

Congressman Adam Schiff Grant: This one year grant, which began in October 2010 through the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention focuses on the ILP eligible population.

Project ABC Family Wellness Network Grant: This six year grant, federally funded by SAMHSA, began in 2010 and focuses on children birth to five years.

Supportive Housing Program Grants: This includes two, three-year grants through Housing and Urban Development. The grants began in 2008. These grants are focused on the population of foster youth between the ages of 18 and 21.

Trauma Informed Child Welfare Practice: This is a Breakthrough Series Collaborative focused on improved practice and decision making and policy related to:

- Knowledge Building;
- Trauma informed assessment;
- Case Planning and Management;
- Externally delivered trauma informed services; and
- Child welfare systems, cross-system partnerships and system collaboration.

The goal of the Child Welfare BSC is to develop and promote trauma-informed policies and practices related to foster care placement, thereby increasing placement stability and promoting a sense of permanency among children in care.

Youth Empowerment Strategies for Success (YESS) Grant: This one year grant funded through The Foundation for California Community Colleges ended in September 2010. This grant focused on the population of foster youth transitioning out of foster care.

Quality Assurance Probation Department

The Supervisor of each operation is the first line of quality assurance. Most Supervisors have a quality assurance checklist tool that assists them in assuring that all areas of case planning are adequately met prior to giving reports final approval for submission. Once those reports are submitted, the Placement Permanency and Quality Assurance then review all cases for compliance to State and Federal mandates.

SERVICE ARRAY

Child welfare services are provided on a continuum and aligned with the needs of the child and family. At various points during a child and family's engagement with the County, from the time a referral is received through permanence, services are offered. Services vary in their purpose, the population being served and funding sources.

Table 48

STRATEGY	DESCRIPTION	FUNDING
Adoption Promotion Support Services (APSS)	APSS is federally funded through the Promoting Safe and Stable Families Act. Specific goal: increase permanency for child welfare children in Los Angeles County, by providing individual, group or family therapy, mentors, and support groups for children and/or adults. APSS service providers have adoption expertise and are trained to focus on adoption-related issues. Community-based agencies are located in each Service Planning Area (SPA).	PSSF
Alternative Response Services (ARS)	Provides Family Preservation services to families with referrals where the investigation resulted in inconclusive or substantiated findings of child abuse/neglect, with an SDM score of low-to-moderate risk. Offers preventative services in order to avoid promoting the referral to an active case.	CBCAP
Child Abuse Prevention, Intervention and Treatment (CAPIT)	This program derives from two legislative initiatives - AB 1733 and AB 2994 (Statutes of 1982). AB 1733 authorizes state funding for child abuse prevention and intervention services offered by public and private nonprofit agencies. CAPIT has established the following goals: Identify and provide services to isolated families, particularly those with children five years and younger; provide high quality home visiting programs based on research-based models of best practice; deliver services to child victims of crime; and, support Child Abuse Councils in their prevention efforts.	AB 1733 and AB 2994
Child Care	Coordinates childcare for DCFS families and teaches parents how to access quality childcare in their community. The total number of children who received child care services in FY 2007-2008 was 3,996, FY 2008-2009 was 4,311, and in FY 2009-2010 it was 4,278. As of February 2011, 290 children are on the waiting list (This number includes those scheduled to be interviewed or recertified). Responses received from providers and caregivers rate a Very Good overall satisfaction with child care services. Los Angeles County has a Child Care Policy Roundtable that meets on a monthly basis to strengthen the child care system and infrastructure in the county by providing policy recommendations to the Board.	California Department of Education (CDE)

STRATEGY	DESCRIPTION	FUNDING
Child Welfare Mental Health Services Division (CWMHSD)	Works collaboratively with the Department of Mental Health and Health Services to develop new programs, initiatives, policies and guidelines to ensure that the mental health and medical needs of each child.	*See footnote ³²
Community Response Services	The provision of a community-based network of formal and informal support services for children and families where the investigation resulted in unfounded or inconclusive findings of child abuse or neglect with no or low risk level and the family have not had any prior referrals community resources include but are not limited to clothing, shelter, medical treatment, spiritual/religious counseling.	Title IV-E
Family Support (FS)	Family Support services are coordinated, multi-disciplinary, community-based services to promote the well-being of children and families. Family Support is designed to increase the strength and stability of families (including adoptive, foster and extended families), to increase parents' confidence and competence in their parenting abilities and afford children a stable and supportive family environment. These services are to prevent to the extent possible, the out-of-home placement of children by DCFS by providing parenting, family activities and assistance to families at risk.	PSSF
Family Preservation (FP)	(Also see Alternative Response) A comprehensive group of community-based networks and services to protect children while they remained within their homes. Services are provided for six (6) months; can be extended to one (1) year.	Title IV-E PSSF, and State FP
Intensive Treatment Foster Care (ITFC) Program	Available county-wide to children 6 – 17 years and placements are not time limited. ITFC homes have access to Trauma-Focused Cognitive Behavioral Therapy (TF-CBT). The goal for the ITFC program is to develop and fill 220 beds by December 31, 2012.	Title IV-E
Medical Hub System	Children at high risk for health and mental health problems receive a thorough and comprehensive initial medical examination, including age-appropriate developmental and mental health screenings, and a forensic evaluation if deemed appropriate.	* See footnote ³³

³² * Funding is provided by a collaborative of funding sources: Early and Periodic Screening, Diagnosis and Treatment (EPSDT), Title IV-E, Mental Health Services Act (MHSA), and County General Funds.

³³ * The Department of Health Services bills Medi-Cal for the children who are covered by Medi-Cal. DHS may also bill Law Enforcement for some of the exams. For those exams where the children are not Medi-cal eligible and/or cannot be billed to Law Enforcement, expense is added to the DHS deficit.

STRATEGY	DESCRIPTION	FUNDING
Multidimensional Treatment Foster Care (MTFC) Program	An evidence-based practice shown to significantly improve long-term outcomes with regard to child safety, placement permanence, and the well-being of youth. Supported by a treatment team offering combination of behavioral monitoring, positive reinforcement, skills training, and when appropriate, medication management. The goal for MTFC is to have 80 beds developed and filled by the end of 2012.	Title IV-E
Multidisciplinary Assessment Teams (MAT)	Designed to address child/family needs when a child/youth enters foster care. Cover education, mental health, family caregiver, vacation, medical/dental developmental, hearing/language.	* See footnote ³⁴
Resources Management Process (RMP/TDM)	A family-centered, multi-departmental, approach identifying, and linking appropriate resources/services for children at risk of a RCL 6 through RCL 14 placement. Consists of four major elements: (1) TDM process, (2) the child's strengths and needs assessment, (3) family engagement, (4) services identified, approved and link is made.	Title IV-E
Team Decision Making (TDM)	A collaborative meeting process designed to produce the best decision concerning a child's safety and placement through the joint contributions of family members, community partners, service providers, caregivers and other support networks. Since the previous CSA report, DCFS expanded the use of TDM conferences to meet the needs of youth at high risk of aging out of care without permanency through the utilization of Permanency Planning Conferences (PPC)	Title IV-E Katie A
Time Limited Family Reunification Services (TLFR)	DCFS entered into a Memorandum of Understanding (MOU) with DHS Alcohol and Drug Program Administration (ADPA) for the enhancing of, through funding, the access and availability of alcohol and drug assessment and treatment services for DCFS families who are eligible to receive PSSF Time-Limited Family Reunification services. The intent of the MOU is to connect DCFS families with timely, intensive and responsive drug and alcohol treatment and recovery services in order to shorten the time it takes for them to reunite with their children, who have been placed in out-of-home care fifteen (15) months or less.	PSSF

³⁴ * Funding is provided by a collaborative of funding sources: Early and Periodic Screening, Diagnosis and Treatment (EPSDT), Title IV-E, Mental Health Services Act (MHSA), and County General Funds.

STRATEGY	DESCRIPTION	FUNDING
Treatment Foster Care (TFC) Programs	Framework used to build programs to meet the special needs of emotionally or behaviorally challenged youth. Los Angeles County DCFS and DMH) are in the process of developing two TFC programs: Intensive Treatment Foster Care (ITFC) and Multidimensional Treatment Foster Care (MTFC). The goal set by the Federal District Court Judge, Howard Matz, in the Katie A Settlement is to have 300 TFC beds by December 2012.	Title IV-E
Up-Front Assessments	Up-Front Assessments (UFA) is a service provided when a child abuse/neglect referral is at high risk for Domestic Violence, Mental Health, and Substance Abuse. Goal is to prevent unnecessary out-of-home placement by creating a thorough investigation and assessment, and where detention is necessary, to provide information to allow for meaningful case plans development. This will be achieved by utilizing experts in the area of Mental Health, Substance Abuse, and Domestic Violence, to provide comprehensive assessments and to connect families with treatment and ancillary services in the community. Children Services Workers will be able to call upon designated expert agencies to complete the assessment families in crisis. The expertise that these agencies provide assist CSWs in making appropriate decisions that, in many cases, may allow children to remain safely in their homes.	Title IV-E and AB2994
Voluntary Family Maintenance (VFM)	The provision of non-court, time limited protective services to families whose children are in potential danger of abuse, neglect or exploitation when the child can safely remain in the home and the family is willing to accept services and engage in corrective action.	Title IV-E
Voluntary Family Reunification (VFR)	Voluntary placement planned and time limited (six-months) with the goal of returning the child safely to his or her home without the stress or expense of juvenile court intervention.	Title IV-E
Wraparound Services	Both DCFS and Probation families and their children/youth with multiple, complex and enduring needs. State and federal eligibility criteria for Wraparound require that the child be placed in, or at risk of placement in, a Rate Classification Level (RCL) 12-14 group home. Services are provided on a no reject, no reject basis.	Title IV-E

Specialized Focus Services

STRATEGY	DESCRIPTION	FUNDING
The American Indian Counseling Center (AICC)	AICC is a clinic of the Los Angeles County Department of Mental Health that provides culturally sensitive mental health services to AI/AN elders, adults, children and families. Services include individual and couples therapy, child and adolescent therapy, family therapy, parenting education groups, dual diagnosis treatment, crisis intervention, case management, community outreach and education, professional training and internships.	External Partner
The American Indian Health Council (AIHC)	AIHC is a group dedicated to providing health information, referral, and outreach services to the AI/AN community of Southern California. They regularly attend health fairs and powwows to distribute health related information and to provide referral services. The council collects health education data using health surveys and disseminates HIV, alcohol and drug data.	External Partner
Asian Pacific Program	This Program is a DCFS program that serves the Asian/Pacific Islander communities. The Program is capable of handling approximately 12 languages/dialects spoken in the target communities. The Program's CSWs provide services from the time a case is received from the Child Protection Hotline until services are terminated by our department.	Title IV-E
California Indian Legal Services (CILS)	CILS is a not-for-profit law firm devoted to the cause of AI/AN rights. Services include free legal assistance and advocacy on issues such as Federal Indian Law, child welfare, Indian land issues, student rights, discrimination, housing, public benefits eligibility, probate, and more.	External Partner
Deaf Services Units (DSU)	The 2 DSU units are DCFS units which provide a full range of public child welfare services (from Emergency Response to Permanency Planning) for abused/at-risk deaf children, their hearing siblings and their deaf or hearing parents. The DSU staff is representative of the deaf, partially hearing, and hearing communities. Sign language interpreters are utilized, as case situations require	Title IV-E
First 5, Partnerships for Families (PFF)	The PFF program collaborates with other American Indian/Alaskan Native agencies to provide comprehensive services for AI/AN pregnant teens and family with children between the ages of 0-5 years. Beyond the services provided by partner agencies, First 5 offers a variety of programs, classes and services designed to strengthen AI/AN families living within Los Angeles County.	External Partner

STRATEGY	DESCRIPTION	FUNDING
Medical Case Management Service (MCMS)	The 7 MCMS are DCFS units which provide services to medically fragile children and their families. Medically fragile children are those with special health care needs that may be temporarily or permanently dependent upon medical equipment or may need other specific kinds of specialized in-home health care, as determined by the child's physician.	Title IV-E
Southern California Indian Center (SCIC)	SCIC's mission is to promote social and economic self-sufficiency of AI/AN and Native Hawaiians. Their goal is to foster and promote programs for general welfare, education, culture, and eliminate barriers of discrimination. This is accomplished through education of the general public on AI/AN issues and culture.	External Partner
Torres-Martinez Tribal TANF (TMTT)	TMTT's mission is to help tribal families achieve self-sufficiency and independence. The TMTT program provides parents with job preparation, work and supportive services to enable them to leave the program and become self-sufficient. The program may also provide funds and services to families in the child welfare system or at risk of welfare dependency, through diversionary funds.	External Partner
United American Indian Involvement, Inc. (UAI)	UAI's mission is to enhance the health and well being of the American Indian/ Alaska Native community in Los Angeles County by providing services which include outreach, case management, linkage and referral, health education and promotion, disease and injury prevention, and risk assessment. UAI offers access to medical and dental services, vocational counseling, mentorship, tutoring, recreational/cultural activities, substance abuse counseling/treatment, and mental health services.	External Partner
Youth Permanency (YP) Units	YP Units are DCFS units which engage in focused efforts to achieve permanency for those youth most at-risk of lingering in care and transitioning out of the system without significant connections and necessary preparation for successful adulthood.	Title IV-E

Staff and Provider Training

Department of Children and Family Services

The primary mission of the Department of Children and Family Services (DCFS) Training Section is to train, support and equip DCFS employees at all levels to perform their specific roles and responsibilities more efficiently and effectively in the interest of achieving improved outcomes for children, families and communities. In conjunction

with the DCFS Executive Team, Service and Support Bureaus, the Inter-University Consortium (IUC), and other training entities, the Training Section oversees, directs, designs and delivers a comprehensive array of training and learning experiences that integrate the theoretical and practical aspects of an employee's job to support improved practice.

Core Training

Core Academy training is provided to new social workers, new supervisors, new managers, new support staff, and new Revenue Enhancement staff in a separate training series to give them basic knowledge, skills, and values required to perform their job. DCFS newly hired Children's Social Workers (CSW) receive a seven week mandatory orientation core training as part of the New Child Social Worker Core Academy before they report to their respective office. The Department has a 100% compliancy rate for completion of core training.

The CSW Core Academy Training Curriculum was revised in 2009/2010 to include a more comprehensive job relevant program in alignment with AB 636, California Social Work Education Center Standardized Core Curriculum and will integrate the following:

- Department's Core Practice Model;
- Adoption and Safe Families Act;
- Katie A.;
- Linkages;
- Coaching and Mentoring;
- DCFS Universal Outcomes Measures; and
- California State-wide Standardized Curriculum (the Big 6).
 - Public Child Welfare Framework;
 - Human Development;
 - Child Maltreatment and Neglect;
 - Case Planning and Case Management;
 - Placement and Permanency; and
 - Assessment of Safety, Risk, and Protective Capacity.

All Core practice model topics are required by DCFS. Additionally, DCFS has implemented and provides on-going training on the use of the "CSW Portfolio", a comprehensive set of tools designed to assist Core Academy participants, trainers and assigned supervisors in facilitating transfer and application of learning of Core Academy knowledge and skills.

With the changes made to DCFS Core Academy it is now an integrated classroom and field based training system for training, equipping, assessing and evaluating new Children's Social Workers. Aligned with and informed by Department of Human Resources (DHR) policy and protocol the academy approach assists in early support, feedback and evaluation of Core Academy participants to determine suitability for permanent status. DCFS Office based Training Units are central to providing a well planned, transition for new CSWs to full scale case carrying duties. For the duration of Academy, there is extensive communication, coordination and collaboration between assigned Trainers and Training Consultants, the Training Unit SCSWs, Training Unit Lead Worker and Mentors and various specialized DCFS office staff.

On-going Training

DCFS Training Section, in collaboration with the IUC partnership, is charged to provide on-going training to support and enhance the skills of Children's Social Workers, Supervising Children's Social Workers, Middle Managers, Executive and Senior Administrators, Support and other staff. A major thrust of the DCFS Training plan designates a large portion of our training focus to a select number of high-priority training, repeated numerous times, therefore, allowing a larger number of staff to attend. The Training Section provides and supports the development and on-going strengthening of a comprehensive child protection system of prevention, preservation, and permanency to ensure that children grow up safe, physically and emotionally health, educated, and in permanent homes. All staff should have a solid and shared understanding in these areas necessary to provide child protection and child/family focused serves towards improving outcomes, pertaining to preservation and support services; child protective services; foster care services, adoption services, and Independent living services. Training on all aspects of working with Transition Age Youth in development and implementation of a Transitional Living Plan is mandatory by Federal Law.

The DCFS training section is aligned with workgroups and policy development throughout the Department.

Provider Training

In order to comply with PSSF contracts, community-based agency staff are required to train all professional and paraprofessional staff, interns and

volunteers providing PSSF services within thirty (30) business days from their start date. Training consists of a minimum of forty (40) hours to include, but not to be limited to:

- Identifying child safety issues;
- Instructing staff and volunteers in mandated reporting requirements;
- Working with families affected by abuse and neglect;
- Learning methods of identifying and building family strengths;
- Helping parents build on their own skills and confidence;
- Promoting positive parent-child and family interaction;
- Learning record keeping procedures and reporting requirements;
- Becoming familiar with PSSF legislation;
- Cultural awareness training; and
- Linking families to community services and resources.

Community-based agencies providing APSS, provide specialty training to their staff, which focuses on specific topics, such as working with children waiting to be adopted; children in the process of being adopted, adopted children; families considering adopting, in the process of adopting, and families who have adopted.

- DCFS program staff will continue to provide various levels of in-service training on PSSF to line social workers, supervisors, and managers working with children and families receiving child welfare services. DCFS program staff attends regular, joint meetings with DCFS staff and the Community-based agencies. These meetings provide training and technical assistance for staff and agencies.

Technical Assistance:

The Family Support and Family Preservation program staff technical assistance activities for the FY 2008-11 will consist of the following:

- On site facility visits to contract community-based agencies to ensure compliance with existing FS and FP contract agreements;

- FS Circle of Support quarterly meetings, FP Roundtable monthly meetings, and monthly/quarterly network meetings to share ideas, discuss program issues and build on existing community-based networks, resolve identified problems, provide technical assistance, and ensure compliance with contract agreements;
- DCFS regional office presentations to keep line staff abreast of the FS and FP programs in order to promote FS and FP program utilization by DCFS families;
- Review of monthly expenditures to monitor over and under expenditures of FS and FP allocations; and
- Contracted providers are included in co-hort training and information learning forums sponsored by DCFS.

Probation Department Child Welfare Training

All Placement DPOs are required to obtain 40 certified training hours annually as required by Standards and Training for Corrections (STC) regulations. In the past, there were not many opportunities for specialized training related to foster care and child welfare issues for Probation Officers. In fact, new Placement Officers take the Field Probation Officer Core training required for all new Probation Officers, but did not have the advantage of training specialized for their unique function in child welfare. However, in the past several years, this has changed.

Probation uses various forms and venues for training all staff servicing youth at imminent risk of entering foster care or already placed in foster care. The Department has been partnering with UC Davis Extension—Resource Center for Family Focused Practice for over 8 years to provide training for all Placement DPOs. In the past 3 years, The Center has been providing a specialized 9-day Core Training for new Placement DPOs, in addition to the CORE training required by STC regulations. The Placement Bureau has also provided much of its own training to Placement, and the Probation Department as a whole provides outside experts to train on various aspects of juvenile delinquency and adolescent issues.

Additionally, Placement DPOs can attend special conferences and seminars and receive Work Related Education (WRE) Training and Professional Development hours by completing an application and information about the training attended and submitting to State for approval of hours. This has been a very effective training opportunity for Placement DPOs to get training and learn about resources specific to the foster youth and families they serve.

Lastly, a new area of profound and effective training related to complete continuity of care and case planning is the Juvenile Justice Practice Model training conducted by Supervisors to the all Juvenile Operations in the entire Probation Department. This training consists of 25 Probation Supervisors, who were trained, mentored and coached, training all levels of staff and management across juvenile bureaus.

Agency Collaboration

The DCFS and Probation facilitate and participate in a number of committees, workgroups, councils, forums, task forces, commissions, and special collaborative projects. Representation is broad and inclusive of a rich variety of stakeholders, including, but not limited to: service providers, foster parents, adoptive parents, relative caregivers, birthparents, foster youth, public and private child and family service agencies, juvenile court staff, child welfare staff, county/city/state government officials, child welfare advocates, schools, other County departments, tribal representatives, faith-based community representatives, and law enforcement. The implementation of Title IVE waiver has also provided the opportunity to improve coordinated emergency response services between DCFS, the Department of Mental Health, Probation, the Department of Health Services and law enforcement.

The feedback and concerns of stakeholders are critical to the development of DCFS and Probation policy, services, programs, initiatives, and projects. In an effort to involve and engage community partners, DCFS and Probation have facilitated a variety of means to promote the shared responsibility of planning, developing, and implementing child welfare activities with the larger community. DCFS and Probation also participate in a number of venues in which various groups come together for the common purpose of serving our most vulnerable children and their families.

Below are some examples of such gatherings that provide evidence of DCFS' and Probation's effort to plan, coordinate, integrate, and improve services with other entities:

Out Stationed Staff

The Department of Children and Family Services participates in special collaborative projects with law-enforcement, schools, hospitals and other community agencies with the placement of out-stationed staff in those facilities. Department wide there are currently 115 out stationed workers. (Table 49)

Table 49

Location Type	Services Bureau 1	Services Bureau 2	Services Bureau 3	Services Bureau 4	Bureau Medical Director	Total
Educational	6	3	11	4	0	24
Law Enforcement	11	45	13	1	0	70
Medical	0	6	0	1	4	11
Community	0	0	2	8*	0	10
Out-stationed Staff total	17	54	26	14	4	115

* *Skid Row Family Assessment Team: These are not case carrying workers.*

It is of note that Services Bureau 2 has a large number of law enforcement out-stationed staff as this services bureau includes Emergency Response Command Post and the Multi-Agency Response Team (MART)

Out-stationed collaboration is on-going and currently, there are plans by Services Bureau 2, 3 and 4 to expand out-stationed staff in the areas of law enforcement and education.

Out-stationed collaboration has been anecdotally reported to be valuable and successful with limited detail as to the scope of the success. Keeping in mind focus group feedback related to the strength and benefit of collaboration, enhancing analytical evaluation of the benefits of out stationed staff would be a consideration for the System Improvement Plan.

Challenges of the collaboration include: supervision of these out-stationed workers who often have supervisors at other locations, significant limitations to equipment, especially in Santé Fe Springs law enforcement and education settings, where there is no ability to print documents. Out-station staff expressed difficulty with internet connections, lack of lap top computers as well as no telephone access or adequate work space.

Group Home Care Providers

Group Home Care Providers are critical partners in improving and ensuring positive outcomes to Los Angeles County foster youth and their families. These agencies provide substantial services to foster youth while providing a home-like setting, food,

clothes and support. Los Angeles County has a strong engagement process with Group Home Care Providers facilitated in several ongoing collaborative meetings:

Quarterly Provider Meeting—Probation conducts this forum to discuss all aspects of a youth's placement, caregiver issues and concerns and feedback into the placement and case planning processes.

Quarterly Interagency Meeting—CCL conducts this meeting, which is co-facilitated by Probation and DCFS with all Southern counties to discuss licensing and programmatic issues in residential care. This meeting provides for a rich discussion on improving processes from CCL's point of view.

Residential Based Services (RBS) Performance Task Measure Group (PTMG)--DCFS, Providers, Probation and Association Community Human Services Association (ACHSA) conduct monthly meetings, which is another stakeholder meeting to gather input and feedback to improve services provided to youth and their families. Lastly, Probation conducts a sub-committee to the large quarterly Provider meeting to further explore, discuss and develop policy and protocol to improve outcomes for youth and their families.

Monthly Provider Sub-Committee—Probation conducts a sub-committee to the large quarterly Provider meeting to further explore, discuss and develop policy and protocol to improve outcomes for youth and their families. Participants on this committee are various group home providers, ACHSA, RBS managers and PPQA managers.

Tribal Representatives

- **Indian Child Welfare Task Force:** American Indian Children's Council, the American Indian/Alaskan Native Indian Commission and DCFS work together to establish a working partnership to recruit American Indian resource family homes.
- **ICWA Committee:** This is a comprehensive committee of the Superior Court of the California Juvenile Division. Probation, DCFS, American Indian Organizations and Tribes, L.A. Dependency Lawyers, Office of the County Counsel, Department of Mental Health, District Attorney's office, California State University Los Angeles, American Indian Children's Council and the UCLA School of Law are participants of this committee that develops protocol to guide ICWA practice and improve ICWA compliance within the Juvenile Dependency and Delinquency systems.

Currently ICWA projects and initiatives include the following:

1. Providing training to internal and new CSWs on issues related to American Indian/Alaskan Native children and child welfare services.
2. Working with Youth Development Services in providing financial aid workshops for American Indian/Alaskan Native youth, fourteen (14) years or older, in order to help them qualify for Fifteen Thousand Dollars (\$15,000) in available scholarship money.
3. Working with DCFS Placement and Recruitment Units (PRU) in providing information on American Indian/Alaskan Native Foster youth at American Indian/Alaskan Native Pow-Pows and at Tribal meetings. There is focused effort on recruiting resource families for American Indian/Alaskan Native youth in foster care.

Child Abuse Prevention Councils

The Los Angeles County Children's Planning Council is a county-wide public/private collaborative that is dedicated to improving the lives of children and families by encouraging partnerships, promoting the use of data, developing resources and tools, and emphasizing the importance of outcomes. The goal is to build stronger and more effective systems that serve families and children, build linkages between government and community, and improve planning efforts.

Inter-Agency Council on Child Abuse and Neglect (ICAN): Thirty two County, City, State, and Federal agency heads are members of the ICAN Policy Committee, along with the University of California, Los Angeles, five private sector members appointed by the Los Angeles County Board of Supervisors, and the Children's Planning Council. ICAN serves as the official county body to coordinate the multi-agency development of services for the prevention, identification, prosecution and treatment of child abuse and neglect.

Commission for Children and Families: Includes a group of child advocates, appointed by the Los Angeles County Board of Supervisors, who are dedicated to working with DCFS to enhance the well being of children and families, and advises the Board in areas of child welfare and family policy.

DCFS Prevention Committee: This committee is designed to bring together a comprehensive cross-section of internal and external stakeholders throughout the county to partner and collaborate on efforts to prevent child maltreatment County-wide.

Sybil Brand Commission: This commission is charged with conducting onsite safety inspections of Group Homes where DCFS and Probation youth are placed. The DCFS Out-of-Home Care Management Division, Probation Department, Sheriff's Department, Auditor-Controller Program Audit Section, Department of Mental Health, and Community Care Licensing are members.

Family to Family Anchor Sites: The Family to Family anchor sites host monthly community forums whereby a wide representation of community members are invited to discuss how DCFS and its community partners can work together in building community capacity and improving the service delivery system for children in foster care. Family to Family anchor sites also have established workgroups in order to develop plans to further implement strategies brought forth from the forums.

Parents in Partnering (PIP): The PIP program seeks to address difficulties parents have in meeting child welfare requirements. PIP is a team effort between DCFS and parents formerly involved with the Department and who successfully reunified with their children. PIP engages, educates, and empowers parents new to the system and assists parents and DCFS staff in overcoming communication barriers. PIP also provides hands-on instruction and support allowing parents to make meaningful progress in complying with court orders, successfully bringing children home in a timely manner.

Recent PIP efforts include active leadership roles in the development of policy practices in ERDD. In addition, PIP has played an active role in workgroups and projects to 'undo racism' in foster care. Parents also participate in the RBS program as well as the Youth Crossover project in collaboration with the Probation Department.

Local Interagency Operations Network (LION): Provides a forum for on-going communication among community stakeholders, County-wide departments, parents, youth, and agencies providing Wraparound/Systems of Care services, to improve knowledge and understanding of the strength-based programs and ensure that local outcomes are achieved.

The Education Coordinating Council (ECC) is a 25 member council designed to assist county Departments of Children and Family Services and Probation in partnering with the 93 school districts in Los Angeles County to improve educational outcomes for child welfare and probation youth. (www.educationcoordinatingcouncil.org)

ERDD Collaborative

DCFS staff and community partners formed the Pomona ERDD Action Team made up of interested staff, community partners and youth that meet monthly to address race-related matters and to examine and implement ways to support African American families.

Undoing Racism Training. In partnership with Casey Family Programs, DCFS provided training to DCFS executive, senior and middle managers throughout 2010 and into early 2011.

"Eliminating Racial Disparity and Disproportionality" (ERDD) Steering Committee: An all County collaboration in which DCFS and Probation are active members. The committee is finalizing a committee charter with an anticipated completion date of April 2011. Further efforts include the development of an 'ERDD Steering Committee Roadmap' in the form of a logic chain illustrating the guiding principles in the committee planning process. Additional vetting and discussion is planned for April and May 2011.

Youth Services (Address Outcome Measure 8A)

Youth Development Services Partnership (YDSP): Formerly the Emancipation Program Partnership, YDSP is a monthly collaborative partnership convened by the CEO and co-chaired by DCFS and Probation.

Youth Transition Action Teams (YTAT): This initiative includes community linkages/collaboration with Work Force Investment Agencies (WIA), both City and County, to ensure foster and Probation youth access to job training and employment opportunities via One-Stop and Work Source Centers, improving partnerships with LAUSD, Casey Family Services, community based organizations, and faith-based organizations.

Early Childhood Intervention

Early intervention is a system of coordinated services that promotes the child's growth and development and supports families during the critical early years. The intervention works with families who have children ages birth to three, with diagnosed disabilities, developmental delays or substantial risk of significant delays. Early intervention assists the family with resources and supports that maximizing their child's development while respecting the diversity of families and communities.

Project ABC Operations Committee: DCFS, DMH, Children's Hospital of Los Angeles and Children's Institute International work collaboratively to increase the professional capacity to provide relationship-based infant mental health services and improve the coordination and accessibility of the services provided.

In 2010, DCFS collaborated with First 5 LA and ICAN to put out a flyer for the community created by the Department of Public Health. The flyer provided information about safe sleep practices for babies. The Safe Sleep Tips for Your Baby flyer was distributed in both English and Spanish language.

Advocacy Groups

Los Angeles County Kinship Advocacy and Advisory Network (LA-KAAN): Is a network of kinship caregivers and community-based agencies and organizations that meet monthly to address kinship care policies and collaborate to create localized kinship councils to promote collaboration, awareness of resources, advocacy, and empowerment.

Faith-based Communities

DCFS has partnerships with the faith-based community to provide visitation centers where children can see their parents in home-like environment during monitored visits. Currently, there are 15 visitation centers, 6 of which are located at a faith-based community center. The visitation centers are located in SPA 1, SPA 3, SPA 7 and SPA 8.

Community-based Services

The Skid Row Families Demonstration Project (January 2007-December 2009) was a nonprofit-government collaboration intended to address the growing ranks of family homelessness in Los Angeles' Skid Row neighborhood. The Demonstration Project was designed to test an innovative model of services integration involving multiple public agencies and a nonprofit agency, as well as test a flexible and individualized housing-based intervention for 300 high-risk and/or chronically homeless families.

Beyond Shelter serves as the lead provider for many housing projects, with primary responsibility for program design and implementation. Beyond Shelter partners with DCFS as well as various county agencies to provide oversight for multiple housing and shelter service projects. Currently, DCFS, the Housing Authority and Beyond Shelter are collaborating in the final phase of the Mason Court Project. A total of 12 new apartment and townhouse style units in the Compton/Willowbrook area of Los Angeles will be developed for 12 Family Preservation families. Once housed, Beyond Shelter

will remain on-site to provide on-going, onsite program coordination for tenants, ensuring the families are connected to community resources, even after DCFS is no longer involved.

Department of Public Health Substance Abuse Prevention and Control (SAPC) works closely with DPSS especially in the area of substance abuse prevention. One current project is the Dependent Youth Substance Abuse Treatment Protocol.

Dependent Youth Substance Abuse Treatment Protocol: is a collaborative project of the Los Angeles County Dependency Court, DCFS, and SAPC and its Youth Services Contractors. The goal of the project is to identify dependent youth 12 years of age and older with possible substance abuse issues and to provide them with the services they need to reduce their chances of coming into contact with the juvenile delinquency system.

Department of Public Health Substance Abuse Prevention and Control (SAPC) also works with DCFS and First 5 LA, to improve access to substance abuse services for parents of children (0-5) when abuse or neglect has been substantiated by DCFS, and substance abuse issues have been identified or are suspected. Through this project Substance Abuse Navigators will assist parents of children with open cases who are identified by DCFS as having a need for substance abuse services. These parents will be provided screening, brief intervention (information and education), referral and substance abuse treatment, as needed.

Adolescent Intervention, Treatment, Recovery, and Prevention (AITRP): The Dependency Court Judicial Officer will order DCFS to refer a youth within 72 hours, when substance abuse issues have been identified or are suspected to the AITRP agency closest to the youth's residence. DCFS is responsible for completing and submitting the Referral Form, ensuring the youth and caregiver know where to go, when to go and that they have the means to get to the AITRP agency. DCFS also provides follow-up confirming youth's participation in the designated treatment agency.

DCFS and DPH Substance Abuse Prevention and Control (SAPC) are collaborating on a proposed plan of redirecting the DCFS Alcohol and Drug Testing Program's funding to a program of screening and assessment by experts in the field of substance abuse and referral to appropriate treatment to meet a client's needs. The National Center on Substance Abuse and Child Welfare (NCSACW), experts in cross-systems (i.e. child welfare and substance abuse) collaborations, is providing technical assistance on this project at no cost to DCFS.

Representatives from DCFS' Child Welfare Health Services Section under the oversight of the Bureau of the Medical Director, representatives from DPH SAPC and

representatives from the NCSACW meet, at a minimum, of once per month to address the development and implementation of the proposed plan. Additionally DCFS and DPH SAPC meet approximately once per month, separate from the larger meeting, to address such issues as the client flow processes. This includes how clients will be referred to an assessment on the front and back end.

The Workgroup is currently working to expand its members. An Oversight Committee consisting of higher level managers from DCFS, DPH SAPC and the Court will serve on this committee. Beginning in April 2011, the Oversight Committee will provide support, including approval of the proposed plan. In June 2011, an Advisory Committee will also be formed to assist in developing policies/procedures/guidelines. The target members include, but are not limited to, representatives from DCFS, DPH SAPC, the Court (hearing officers, attorneys), and the Union. Additionally, subcommittees will be formed to address specific issues such as funding and training. The goal is to pilot the proposed plan in two SPA Offices in either late 2011 or early 2012 and continue with a staggered implementation with full implementation by January 1, 2013.



Section V-Summary

SECTION V: SUMMARY ASSESSMENT

Department of Children and Family Services Summary Assessment

Los Angeles County child welfare services and outcomes are aligned with goals of safety, permanence, and well-being. DCFS and Probation use County strengths and face County challenges each day in efforts to best serve the County's children and families and to be lead agencies in child welfare.

Strengths

Qualitative: Information

The County Self-Assessment process began with internal and external stakeholders, who engaged in open dialogue in a variety of venues. This proactive, two-way exchange of ideas between County child welfare and the stakeholders provided essential information to this report which leads to long-term planning, strategizing and priority setting.

What do stakeholders identify as County strengths? Teaming Opportunities, Family Finding, and Committed and Passionate Staff.

The County knows how to create opportunity for teaming. As agencies, DCFS and Probation work together with families and community partners in groups, meetings, and in a variety of grants and private programs. Focus Group, Convening, and PQCR participants identified the value of teaming opportunities. Team Decision Making (TDM) meetings are seen as the most valuable teaming opportunity implemented by DCFS and Probation. Along with TDMs, the out-stationing of staff within and among community partners (e.g., DMH, DPSS, schools, law enforcement, medical settings.) offers significant opportunity for teaming. Child welfare prevention councils and Tribal councils have offered collaborative work with the Court, and County partners. A heightened focus on efforts towards eliminating disparity and disproportionality and building self-sufficiency, have brought child welfare partners together in teaming.

Stakeholders, especially those who participated in the PQCR process, shared that the County is strong in efforts towards permanence. The Older Youth Adoption Project (OYAP), specialized permanency units found in DCFS and Probation, and the Permanency Partners Program (P3) all were identified as strengths. Concurrent planning efforts are seen by stakeholders as having the ability to impact permanence

throughout child welfare. With that, stakeholders recommended enhanced concurrent planning efforts for older youth.

DCFS and Probation staff is viewed by stakeholders as committed and passionate. A statement by a Parent in Partnership stakeholder expresses this well; "Now that I work with the Department, I can see that you all try so hard to make things better." Youth participants in the PQCR were especially verbal about the importance of their relationship with County staff. When asked about adults considered as a life-long connection, one youth replied, "My old PO, I could always count on her for support. I could call her at 3:00 in the morning and she'd be there." The commitment and passion of the staff is an invaluable resource to child welfare in Los Angeles County, sustaining it, by managing to organization excellence is imperative to enhancing performance outcomes.

Quantitative:

The County has demonstrated positive outcomes or performed above the National standard for the following measures:

- C 1.3. Reunification within 12 months (19.4% increase);
- C 2.3. Adoption within 12 months³⁵ (46.2% increase);
- C 2.4. Legally free within 6 months (33.3% increase);
- C 2.5. Adoption within 12 months (legally free) (21.1% increase); (Above the National Standard)
- C 3.1. Exits to Permanency (24-months in care) (38.5% increase); and
- C 3.3. In care 3 years or longer (Emancipated/ Age 18) (9.6% decrease).
- C 4.2. Placement Stability (12 to 24 months in care). (Above the National Standard)

In the past decade, the County has made significant strides in reunification and other permanency outcomes. The median time to reunification (C1.2) has been reduced by 65.3% since 2000 (from 8.2 months to 7.6 months) and 196.4% more children are now reunified within 12 months (C1.1). The Department is making concerted efforts to reunify children in a timely manner and the long term increase in this measure attests to the sustained efforts being made to continue reunifying children.

³⁵ In care for 17 continuous months or longer and were not legally freed for adoption on the first day of the period, who then became legally freed w/in the next 5 months.

The Adoption and Permanency Resources Division (APRD) implementation of adoption data tracking of milestones has led to increases in performance in three of the adoption composite measures cited above. Milestone tracking allowed for practices changes to be implemented as challenges were identified. An example of this is when challenges were revealed in timeframes from Termination of Parental Rights (TPR) to the filing of TPR documents. Changes in the process were implemented that removed previous barriers. Continued data tracking is in place in order to sustain or improve on current levels.

Wraparound was able to meet the following two out of four Permanency Outcomes: The first being, a goal of 85% of children who have graduated from Wraparound are placed with their parent, legal guardians or other relatives at the time of their graduation; (88% did so) and the second being, 75% of children remain with their families six months after graduation from Wraparound; (91% did so).

Although current outcome measures show that during this period of review, the County has been able to reduce the number of children in care for three years or longer Los Angeles County remains 62% below the National standard performance of 37.5%. Further focus on this measure will include utilizing current prevention programs, building parent capacity, and family finding efforts.

Safety

DCFS performs above the National standards in completing timely response on immediate and ten day referrals. Wraparound, Alternative Response Services, Family Preservation Services and Adoption Promotion support services were all able to show that more than 90% of participants in the programs did not have a reoccurrence of substantiated substance abuse during the time they were receiving services nor within 12 months following service ending. In safe measure utilization reports, child contacts for the Department show compliance rates regularly in the 90 percentile or above.

Well-being

Wraparound was able to achieve all of its well-being outcomes: Outcome I-Fifty percent of children functioning at grade level or above from previous year; (68% of children did so) and Outcome II-75% of children maintain at least 80% school attendance rate or better from the previous year (78% of children did so).

Challenges

Qualitative:

What do stakeholders identify as County challenges? Teamwork, Resources, and Cultural Sensitivity.

Stakeholders shared that even with various teaming opportunities; Los Angeles County is hindered by lack of communication internally between various workers and offices and externally between public and private agencies. At times, TDMs can be experienced by parties involved as directive rather than collaborative and inconsistent among various DCFS offices in content and use. Parties in a case may gather in teaming venues, but fail to understand the needs of the child and family leading to ineffective implementation of services. Special groups find limitations in availability of resources that meet linguistic and cultural needs. The current fiscal environment demands that family as well as, public and private agencies pool resources and work together to leverage staff and funding to maximize services.

As the Quality Service Reviews (QSR) process continues to be completed in DCFS Offices, the Department will be able to further evaluate those situations where teaming is effective and apply strategies to impact overall teaming skills. It is expected that implementation of a DCFS Core Practice Model, with supporting practice models for various social work roles (e.g., Hotline, Emergency Response, Continuing Services, and Adoptions and Permanence), will bring consistency to child welfare practice throughout the Department.

Part of the County's improvement plan will include expansion of Wraparound services and enhancement of service contracts, in hopes of leading towards more efficient use of resources. Technical assistance and reviews, provided by external entities such as Casey Family Programs and the National Resource Center, assist DCFS in program planning, to better utilize resources already in place. DCFS and Probation as well as other County departments, will be working closely with each other to reduce duplication of services and maximize resources already in place. Consideration of the needs of specialized group, such as those with medical challenges, uninsured families, or undocumented children and families, will be an area to consider for system improvement strategies.

Safety

For the past two years, DCFS has been challenged by timely closure of Emergency Response referrals. In July of 2009, the Department began an internal review of the ER process and implemented a plan to enhance ER investigations. The enhanced ER

investigation process included additional work requirements, which stalled timely closure of referrals. The Department adjusted staffing as needed to complete ER investigations. Currently the Department has seen a steady decrease in ER referrals remaining open for over 60 days.

Quantitative:

On the following performance measures the County showed trends that prompt further review:

- C 1.4. Re-entries following reunification;
- C 4.2 Placement Stability for children in care for 12 to 24 months; and
- C4.3 Placement Stability (At Least 24 Months in Care)

Re-entries:

Los Angeles County's outcome for the re-entry measure has declined by 15.9% since the last period of the County Self-Assessment review. One challenge with the County's increased performance in reunification outcomes, is the possibility of increased re-entry into the child welfare system. Efforts to increase reunification, such as Up Front Assessments, Family 2 Family, Family Preservation, and Parents in Partnership, have all done their part to help with the County's performance. The next step is working to maintain reunification once it occurs.

Literature review shows that there is a correlation between re-entry and certain types of allegation, specifically substance abuse and general neglect. DCFS is currently involved in multiple programs and workgroups that are focused on matters related to substance abuse; Time Limited Family Reunification, DPH Substance Abuse Prevention and Control, and Dependency Court Family Substance Abuse treatment Program, to name a few. The County's System Improvement Plan, will focus steps on addressing practice related to cases involving substance abuse, beginning with moving substance testing funds to treatment. In addition, consideration will be given to increasing the number of reunification TDMs, identifying indicators that are aligned with family readiness for reunification, and options for community aftercare supports.

Placement Stability

Los Angeles County's performance regarding placement stability for children in care for 12 to 24 months has declined by 7.8% since the last County Self Assessment. Placement stability for those in care at least 24 months, has decreased by 1.0%. Even though 1% does not seem much of a decrease, the decrease trend is cause for

attention since placement stability has been the focus for key County program, Katie A Implementation and Wraparound efforts for DCFS.

In addressing placement stability, the Katie A. Implementation Plan has focused County attention on mental health service delivery for children and families. Current mental health assessment and service delivery rates for newly detained children are between 96% and 98%. Although a direct correlation is not possible, there is an expectation with the identification of needs and subsequent service delivery, there will be an increased ability to maintain a child at home or stable in placement. Wraparound efforts, especially with high risk, R12 and R14 level placements have been successful in reducing the number of Group Home placements and subsequent placement changes. However, the success of the two programs has not yet manifested itself through positive change in outcome measures. Continued implementation of the Katie A. strategies and expansion of Wraparound services are planned for in the County's improvement plan.

Literature review identifies Kinship placement as being more stable than other types of out-of-home care. Currently approximately 49% of the County's children in out-of-home care are placed with relatives. There is room to increase the percentage of County placements with relatives. Other kin-placement areas for consideration are first time relative care placements and relative placements for American Indian/Alaskan Native (AI/AN) children. A decrease of 29.5% was seen during this period of review for first time relative placements and a decrease of 21.3% of AI/AN children being placed with relatives was seen during the same period of time. With the decrease in placement stability and the decreases in relative placements, combined with consideration of relative placement as being more stable, further review of kin-placement is planned for the County's improvement plan.

Self-Sufficiency:

Another reduction in performance involves a measure with no National standard; Exit Outcomes for Youth aging out of foster care specifically in the areas of completing a high school education/GED and securing employment. Education success is a part of the DCFS definition of child well-being. Young adults, readying themselves to leave foster care will need an education and employment opportunities to be self-sufficient. Los Angeles County has established a self-sufficiency workgroup to address this issue. Key to understanding the current status of youth exiting from foster care includes clarity related to data collected regarding the youth. DCFS is challenged in being able to provide comprehensive data related to exiting youth. The County's system improvement plan will address improved data collection, therefore leading to increased ability to meet exiting youth needs.

Eliminating Racial Disparity and Disproportionality(ERDD):

Racial disparity and disproportionality, especially as it relates to African American Children in the child welfare system are observed during this current County Self-Assessment. While the African American segment of the population makes up eight percent (8%) of the population of Los Angeles County, nearly thirty percent (30%) of DCFS current active cases are African American children. In a similar manner, an observation of the eight Service Planning Areas (SPAs) indicates significant disproportionality with regarding representation of African American children in SPAs 2, 3 5 and 7. DCFS has been working on addressing the issue of Disparity and Disproportionality through the Efforts to Reduce Racial Disproportionality and Disparity (ERDD) program and the Breakthrough Series Collaboratives (BSC). The Breakthrough Series, related to ERDD has shown success in addressing some of the disproportionality issues in the Pomona DCFS office and there are plans to expand this program across other DCFS offices.

A look at the decision points, within the child welfare system, which may influence racial disparity and disproportionality warrants further observation. As such the Department will consider looking at the following decision making points: Investigations (including initial ER investigation) of families coming to the system for the first time and repeat entries, Substantiations, Placement Decisions, Termination of Parental Rights and Exits to Permanence for children as it explores opportunity for systemic change related to ERDD. The Department's System Improvement Plan report and future County Self-Assessments will provide an opportunity for evaluation and recording of successes and challenges.

Organizational Excellence:

DCFS has a robust data tracking and reporting system currently in place. Through the Department's research unit, a number of outcome measures are tracked, and aggregate data is reported via the County's intra-net web-site or distributed to Departmental managers. The current challenge for the Department is in the interpretation and analysis of data received and subsequent use of data to consistently managing for results. Child welfare is increasingly looking at ways to measure effective service delivery. With that in mind, the County's system improvement plan will include within it, implementation of a DCFS comp stat, data analysis process that will look to integrate data with a supporting management plan.

Probation Summary Assessment

System Strengths: Safety, Permanency and Well-being

The PQCR/CSA process revealed several system strengths for Probation, including the Group Home On-Site DPO program, the collaborative efforts across the dependency and delinquency systems for permanency outcomes and effective housing programs for Transitional Age Youth. Over the past 3 years, Probation has been able to improve assessments at all stages of a youth's case, provide effective services to youth and their families and increase timeliness to reunification and permanency through adoption or legal guardianship with relatives or NREFMs. Lastly, Probation's relationship with Delinquency Court has improved through specialized trainings, improved communication and increased respect for the unique needs of the youth served.

Regarding safety, Probation has made much improvement in decreasing the number of child abuse referrals due to the implementation of the Group Home Monitoring Unit. Probation Officers' monthly visits are consistently in compliance at 98% of all youth are visited on a monthly basis.

Regarding permanency, Probation Officers are referring youth at a much higher rate, which resulted in a 158% increase in one year. As a result, Probation has completed 1 Adoption, 2 Legal Guardianships and 3 Media-Based Recruitment cases in the past year.

Regarding well-being, Probation's Public Health Nurses now have access to CWS/CMS are able to enter youth medical information into the system. In 2010, statistics reveal that Placement Officers are completing more Psychotropic Medication Authorization reports to the court showing a higher level of attention and monitoring to youth taking psychotropic medications. Lastly, due to increased monitoring of Group Homes and Relative/NREFM homes, the youth are reporting a better environment with regard to healthier food, cleaner facilities and overall staff professionalism and treatment towards youth.

Challenges: Safety, Permanency and Well-Being

Throughout the CSA process, it became very clear that Probation resources regarding the CAPIT/CBCAP/PSSF funding are very limited and Probation youth should have more access to these programs. With the consolidation of the 5 programs funded under the CAPIT/CBCAP/PSSF, Probation would advocate for more family-based services for Probation youth—more than just Family Preservation. Since Probation does not have access to all programs and Probation foster youth have the same needs as DCFS foster

youth, the same programs are needed for them. Many youth lose services when they cross over from dependency to delinquency, and this is an area that must be improved upon in order to improve outcomes related to Probation foster youth. Additionally, there is no data tracking for Probation youth receiving PSSF services through Family Preservation, since Probation has limited access to CWS/CMS and this data is not yet being entered. Probation youth that do not enter through dependency and come straight through delinquency will not be entered into the current CWS/CMS or the CAPIT/CBCAP/PSSF data base.

Another improvement needed is for Probation to obtain access to the Up Front Assessment Team. This team assesses all youth at risk for services, and Probation youth are not included in these referrals. Only youth that are reported to the Child Abuse Hotline for abuse or neglect are referred to the Up Front Assessment Team. The concern is that Probation youth who are referred to the Hotline for abuse or neglect are not being referred to the Assessment. It is critical that all Probation youth and their families have access to this team. Another concern is that when a probation youth is referred, the entire focus is on the Probation youth and the siblings nor the family is assessed any further. An entire familial approach must be developed when abuse or neglect is reported on a Probation youth.

A third area identified for improvement through the PQCR is the Relative/NREFM approval and funding process. With only two Foster Home Consultants for the entire state, the caseload is immense and the approval process cumbersome and discouraging. The PQCR pointed out that there needs to be a legislative change regarding exemptions for relatives. Recently, the need for Probation to have full access to the Live Scan system is critical. Due to the volume of cases and the urgency to keep youth out of Juvenile Hall, it is necessary for the FHCs to get information directly from the Department of Justice and as quickly as possible. One of the factors for delay in the approval process is the length of time it takes to clear criminal backgrounds. Complete access to Live Scan for Probation would expedite criminal clearances and greatly improve the process

The last area needing major improvement is the lack of resources for Probation foster youth receiving child welfare services. The PQCR qualitative data suggested that Probation foster youth need Foster Family Agencies, increased Transitional Housing opportunities, resources for Transitional youth such as increased education and financial resources, mentors and advocates and permanent families.

Recommendations

The following strategies will be utilized to make improvements, enhance processes across the continuum of the youth's case and obtain resources for Probation foster youth:

- Development and implementation of revised detention, investigative and foster care status reports with the assistance of the Administrative Office of the Courts (AOC);
- Completion of AB938 Notification of Relatives at Detention process;
- Requesting housing options and resources through the Request For Statement of Qualifications (RFSQ) process, which include Probation Foster Family Agencies (FFA), Emergency Care Shelters (ECS), Placement Assessment Centers (PAC) and group homes specializing in services for Developmentally Disabled youth and Commercially Sexually Exploited youth;
- Implementation of AB12 to improve outcomes for Transitional Youth still in need of residential care and increasing KinGap services and funding to Probation foster youth through intensive and consistent tracking of relative legal guardianship cases;
- Considering disproportionality and disparity in all recommendations; and
- Implementation of a 3-phase Multi-Dimensional Treatment (MDT) process and expansion of Evidence Based Practices (FFT, FFP, MST).

Acknowledgement

Los Angeles County Department of Children and Family Services and Probation Department would like to take this opportunity to thank staff and community stakeholders who contributed time, energy, and thought into the process of the County Self Assessment. Your input is valued and appreciated.



Attachments, Glossary, References

Attachment I
County Self-Assessment (CSA) Membership

	Required Core Representatives	Strategy Focus Group	Convening Conference	Number of Participants
1	Child Abuse Prevention Councils	Yes	Yes	35
2	Children's Trust Fund Commission or CAPC	Yes	Yes	16
3	Designated Agency for CAPIT/CBCAP/PSSF	Yes	Yes	149
4	County Health Department	Yes	Yes	3
5	County Mental Health Dept.	Yes	Yes	47
6	CWS Adm; managers; SW	Yes	Yes	1,060
7	Native American Tribes	Yes	No	1
8	Parents/Consumers	No	Yes	5
9	Probation Adm, Supervisors, Officers	Yes	Yes	3
10	PSSF Collaborative	Yes	Yes	37
11	Resource Families and other caregivers	No	Yes	8
12	Youth representatives, CYC	Yes	Yes	26
#1 - Child Abuse Prevention Councils				
1	Children's Council		SB4(1)	1
2	Grace Resource Center		SB4(1)	1
3	Inglewood City Council		SB1	0
4	LA Comm. Child Abuse Council			0
5	MENFOLK		SB4(1)	1
6	Penny Lane Center	SPA 1, 7, CYC	SB1;SB4(1)(2)	18
7	South Coast Interfaith Counsel	SPA 8	SB1	2
8	Spiritt Family Services	SPA 3	SB1; SB3	6
9	Tarzana Treatment Center	CYC, SPA 1	SB1;SB4(1)	3
10	United Way LAAV- DV Council		SB4(1)	2
11	Women Shelter LB	SPA 8	SB1	2
#2 - Children's Trust Fund Commission or CAPC				
1	Bienvenidos	ACHSA, CYC	SB1; SB2;SB3	6
2	Families for Children		SB1;SB2	1
3	Five Acres/ Kinship Center	CYC	SB2; SB3	5
4	LA Co. District Attorney Office	SPA 8	SB1	2
5	Los Angeles Sheriff Dept.		SB1	1
6	The Village Family Services		SB4(2)	1
7	DCFS - Trust Fund Division		SB1	1
#3 - Designated Agency for CAPIT/CBCAP/PSSF				
1	Asian Pacific Counseling & Treatment Centers	CYC		1

Attachment I
County Self-Assessment (CSA) Membership

Required Core Representatives	Strategy Focus Group	Convening Conference	Number of Participants
#3 - Designated Agency for CAPIT/CBCAP/PSSF			
Assistance League of So Cal		SB2	0
Bienvenidos	ACHSA, CYC	SB1; SB2; SB3	6
Boys and Girls Club -	CYC	SB1; SB4(1)	2
Center for Integrated Family & Health Services	SPA 3, CYC		4
Chinatown Service Center			
Child and Family Center	CYC	SB4(2)	3
Childnet	ACHSA	SB1	2
Children's Bureau/PFF/Yes 2 Kids	ACHSA, CYC, SPA1	SB1; SB2; SB3; SB4(1)	6
Children's Center - AV	CYC		0
Children's Institute International	ACHSA, SPA 8, CYC	SB1; SB2	9
City of Long Beach		SB1	1
David & Margaret Youth and Family Services	ACHSA		1
Drew Child Development Center		SB2	1
D'Veal Family and Youth Services	SPA 3	SB3	
El Centro Del Pueblo		SB1; SB3	2
El Nino Family Centers		SB4(1)(2)	1
Five Acres/ Kinship Center	CYC	SB2; SB3	5
For the Child - CAPIT	SPA 8	SB1	3
Friends of the Family	CYC	SB4(2)	7
Hathaway-Sycamore	SPA 6	SBSB3; SB4(1)	3
Helpline Youth Counseling, Inc	SPA 7, CYC	SB1	3
Hillsides			0
Hollygrove			0
Latino Family Center			0
LA Comm Child Abuse Council			0
McKinley Children's Ctr.	ACHSA	SB2; SB3	2
Olive Crest		SB1	2
Pacific Lodge	ACHSA, SPA3		1
Para Los Ninos		SB2; SB3	3
Parents Anonymous	CYC	SB3	1
Penny Lane Center	SPA 1, 7, CYC	SB1; SB4(1)(2)	18
Personal Involvement Center	SPA 8, CYC	SB1; SB2	7
Plaza Community Services	SPA 7	SB1	1
Prototypes	CYC	SB2; SB3	10
Richstone Family Center		SB1	0
Rosemary's Children's Center	ACHSA		1

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County Self-Assessment (CSA) Membership

Required Core Representatives	Strategy Focus Group	Convening Conference	Number of Participants
#3 - Designated Agency for CAPIT/CBCAP/PSSF			
S. Johns Child & Fam Dev. Ctr	ACHSA	SB2	1
San Gabriel Children's Center			1
Santa Anita Family Services			0
Shields for Families	CYC	SB2	11
Southern California Alcohol and Drug Program	CYC		1
South Bay Center for Counseling		SB1	1
Spiritt Family Services	SPA 3	SB1, SB3	6
Starview - Parent Partner	ACHSA	SB1; SB2	4
Tarzana Treatment Center	CYC, SPA 1	SB1;SB4(1)	3
The Children's Center	SPA 6	SB1;SB4(1)	3
The Help Group	ACHSA	SB4(2)	2
The Village Family Services		SB4(2)	1
UCLA Ties For Families	CYC		0
United American Indian Involvement	CYC		1
Valley Trauma Center	CYC	SB2;SB4(2)	4
Vista Del Mar	ACHSA		1
Westside Children's Center		SB2	3
#4 - County Health Department			
DPH	SPA 6	SB1; SB2	3
#5 - County Mental Health Department			
DMH	SPA7, 8	SB1; SB2; SB3; SB4(1)(2)	47
#6 - CWS Adm; managers; SW			
DCFS	SPA7,8,3	SB1;2;3;4(1)(2) ;BFA	13/187;160; 208;54;188;250
#7 Native American Tribes			
United American Indian Involvement	CYC		1
#8 Parents/Consumers			
Foster Parent		SB2;SB4(2)	5
#9 Probation Adm; Supervisors; Officers			
Department of Probation	SPA 7	SB3;SB4(2)	3

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Required Core Representatives	Strategy Focus Group	Convening Conference	Number of Participants
#10 PSSF Collaborative			
Friends of the Family	CYC	SB4(2)	7
Personal Involvement Center	SPA 8, CYC	SB1; SB2	7
South Bay Center for Counseling		SB1	1
Spiritt Family Services	SPA 3	SB1; SB3	6
Center for Integrated Services	SPA 3, CYC		4
Children's Center - Antelope Valley	CYC		
El Nino Family Centers		SB4(1)(2)	1
For the Child - CAPIT	SPA 8	SB1	3
#10 PSSF Collaborative			
Helpline Youth Counseling, Inc	SPA 7, CYC	SB1	3
LA Community Child Abuse Council			0
Parents Anonymous	CYC	SB3	1
Richstone Family Center		SB1	0
Valley Trauma Center	CYC	SB2; SB4(2)	4
#11 Resource Families and other caregivers			
Caregiver		SB2; SB3	3
Foster Parent		SB2; SB4(2)	5
#12 Youth Representatives, CYC			
Caregiver		SB2; SB3	3
Community Advocate		SB3	1
CSU Former Foster Youth Programs		SB1	0
Foster Parent		SB2; SB4(2)	5
Foster Youth(Former/Emancipated)		SB2; SB3	10
Foster Youth Services	SPA 8	SB4(1)	3
FYS LACOE		SB1	1
CASA of L.A.		SB1; SB4(1)	3
Centinela Youth Services		SB1	0
Gang Free		SB1	0

Attachment I

Other Program Participants		Strategy Focus Group	Convening Bureau	Number of Participants
Community Action Partnerships				
1	Board of Supervisors		SB4(1)	0
2	Children Youth and Family Collaboration		SB2	2
3	City of Inglewood- Family Preservation		SB1	0
4	City of Norwalk		SB1	0
5	City of Palmdale, Families in Action		SB4(1)	1
6	State Department of Rehabilitation		SB3	0
7	Sup. Mark Ridley Thomas' Office		SB1	0
8	Lancaster City Hall		SB4(1)	0
9	Chief Executive Office		SB2;SB3	2
County Alcohol and Drug Department				
1	Atlantic Recovery Services		SB4(1)	3
2	Dixon Recovery Institute		SB2	1
3	NCADD	SPA 8	SB1	2
Dept. of Developmental Svcs. Regional Center				
1	Regional Center	SPA 6	SB1; SB2	4
2	Harbor Regional Center	SPA 8	SB1	4
Domestic Violence Prevention Provider				
1	Su Casa-Ending Domestic Violence	SPA 8		1
2	Sojourn Domestic Violence		SB2	3
Early Childhood Education Provider				
1	Great Beginnings for Black Babies		SB2	2
2	Head Start		SB4(2)	0
Economic Development Agency				
1	New Economics for Women		SB4(2)	0
2	Job Corps		SB4(1)	0
3	Pomona Valley Youth Employ Svcs	CYC	SB3	3
Education				
1	Antelope Valley Adult School		SB4(1)	0
2	ABC Unified School District		SB1	1
3	Cerritos Community College		SB3	1
4	East Whittier City School District		SB1	2
5	Educational Consultant		SB3	1
6	Citrus College		SB2;SB3	1
7	Community College Foundation Youth Services		SB1	1
8	El Camino College		SB1	1
9	LACOE/ - Foster Youth Services		SB1	2

Attachment I

Other Program Participants		Strategy Focus Group	Convening Bureau	Number of Participants
Education				
10	Long Beach Unified School District		SB1;SB2,SB3	2
11	Hacienda-La Puente Unified School District	SPA 3		3
12	Palmdale School District		SB4(1)	2
Education				
13	Paramount Unified School District		SB1	1
14	Los Angeles Unified School District		SB4(2)	4
15	Los Angeles Universal Pre-School		SB4(2)	0
16	Mission College		SB4(2)	6
17	Pierce College		SB4(2)	1
18	Pasadena City College	SPA 3	SB3	1
19	Inglewood Unified School District		SB1	0
20	Rio Hondo College		SB3	1
21	Saugus Unified School District		SB4(2)	1
22	Intern for Education and Mentoring		SB3	0
23	Superintendent Pomona School District		SB3	0
24	Praise School of Performing Arts		SB3	1
Faith-based communities				
1	All Saints		SB3	0
2	Cerritos Community College		SB3	1
3	Calvary Resurrectional Mis. Baptist Church		SB2	0
4	Christian Assembly		SB3	1
Faith-based communities				
5	Church of Jesus Christ of Latter Day Saints		SB1	0
6	Church of the City		SB3	1
7	God's Beloved Dove Enterprise		SB4(1)	0
8	Grace Baptist Church		SB4(2)	2
9	Grace Brethren Church	SPA 8		1
10	Faithful Central Baptist Church		SB2	0
11	First United Methodist Church-Pasadena		SB3	0
12	New Holy Temple COGIC		SB2	2
13	New Hope Christian Fellowship		SB3	1
14	New Impressions, Inc.		SB2	1
15	New Life Church		SB2;SB3	1
16	New Philadelphia AME		SB2	0
17	First Church of God		SB1	0
18	King Harbor Church		SB1	0
19	Life Changing Ministries		SB2	2

Attachment I

Other Program Participants		Strategy Focus Group	Convening Bureau	Number of Participants
Faith-based communities				
20	Shiloh Ministries	SPA 7	SB1	0
21	Unity Church of Pomona		SB3	1
22	Tower of Faith		SB2	2
23	Zoe Christian Fellowship		SB1	0
24	Refuge Christian Center		SB3	1
Fatherhood and Healthy Marriage Programs				
1	Are You Up To Parent			0
2	Black Infant Health		SB4(1)	2
3	Breakthrough Parenting		SB2	0
4	Institute of Black Parenting		SB1; SB2	6
5	Encore Parenting		SB1	1
Foundations				
1	Annie E. Casey Foundation		SB4(2)	1
2	Nakatomi & Associates (Consultants paid through Casey Foundation)		SB1; SB2; SB3; SB4(1)(2)	2
Juvenile Court Bench Officer				
1	Los Angeles Superior Court		SB3	1
Law Enforcement				
1	Los Angeles Police Department		SB4(2)	3
2	Parole Department		SB2	1
3	Norwalk Sheriff		SB1	0
Public Housing Authority				
1	Child Care Resource Ctr LAC Housing Auth		SB4(1)	0
Regional Training Academy				
1	North Valley Occupation Center		SB4(2)	1
Representatives from businesses				
1	Bank of America		SB2	0
2	ClearPoint Credit Counseling Solutions			0
3	First City Savings	SPA 1	SB4(1)	2
Service Providers				
1	Alma Family Services		SB1	0
2	Ass. of Comm. Human Serv. Agency	ACHSA	SB2	3
3	Aviva			1
4	Barrio Action Center		SB3	1
5	Bayfront Youth and Family	SPA 8	SB1	1
6	Beach Cities Health District		SB1	0
7	Behavioral Health Services, Inc.		SB1	0
8	Be Transformed, Inc.	SPA 7	SB1	2
9	Bourne Inc.		SB3	0
10	CAA		SB1	1

Attachment I

Other Program Participants		Strategy Focus Group	Convening Bureau	Number of Participants
Service Providers				
11	California Children's Services		SB4(2)	0
12	Carson FP Resource Center		SB2	2
13	Casey Family Programs	SPA 3	SB2, SB3	6
14	Champions of Caring Connections, Inc.		SB2	1
15	Changes of Faces		SB4(1)	1
16	Chicana Eastlake YS		SB2	0
17	Child Alliance		SB2	1
18	Child Guidance Center		SB4(2)	1
19	Children's Law Center		SB3	8
20	Children and Youth Outreach		SB3	0
21	Children Uniting Nations		SB1;SB4(1)	0
22	Coalition		SB2	0
23	Community Family Counseling Program		SB3	1
24	Community Family Guidance		SB1	2
25	Community Legal Services		SB2	1
26	Community Partner		SB3	0
27	Compton Center - Foster Parent/Kinship		SB2	1
28	Compton World Literacy Crusade		SB2	0
29	Counseling 4 Kids	SPA 8		1
30	County Counsel		SB2, SB3	6
31	Crossroad Family Preservation Network, Inc.		SB2	1
32	Crystal Stairs, Inc.		SB2	0
33	CSULB Intern/Field Consultant	SPA 8	SB4(2)	1
34	DHHS		SB1	1
35	DIDI Hirsch		SB1	0
36	Divine Health Services		SB2	2
37	DPSS		SB1;SB4(1)(2)	6
38	Eggleston Family Services		SB2	0
39	Elderman Mental Health		SB2	0
40	Emancipation Institute		SB1	0
41	Enki	SPA 7	SB1	1
42	Exchange Club - Family Support Services	SPA 8		1
43	Family Dynamics Center		SB4(1)	1
44	Family Focus Center		SB4(2)	2
45	Family Health Services	CYC		1
46	FCCC		SB1	0
47	Free None		SB2	1
48	Foothills Family Service		SB2, SB3	2

Attachment I

Other Program Participants		Strategy Focus Group	Convening Bureau	Number of Participants
Service Providers				
49	GAP		SB4(2)	12
50	Gateways			0
51	Glendale Community Center		SB3	1
52	Grandparents as Parents		SB1; SB2; SB3	5
53	Guardians of Love FFA		SB2	2
54	Harbor View		SB1	0
55	Haven Hills		SB4(2)	1
56	Healthy Homes Antelope Valley Hospital		SB4(1)	0
57	Helping Kids to Recover, Inc.		SB2	2
58	Holy Family Svcs- Adoption & Foster Care	SPA 8	SB1	1
59	Hope Oasis Family Counseling		SB1	1
60	Human Services Association	SPA 7	SB1	1
61	INMED Partnerships for Children		SB2	0
62	Institute for Maximum Human Potential		SB2	1
63	Intensive Home Based Services		SB2	0
64	JAHl		SB2	0
65	Kedren Acute Psy Hospital & MH Center		SB2	1
66	Kinship		SB4(2)	2
67	Koinonia Family Services		SB1; SB4(1)	1
68	LACADA		SB1	0
69	LBCC		SB1	1
70	Legal Guardian		SB4(2)	0
71	Liberators, Inc.		SB2	1
72	Loma Alta Park		SB3	0
73	Love Inc.		SB1	0
74	L & R Consultants		SB3	1
75	Masada		SB1	0
77	New Dawn		SB3	1
78	NISWA Association		SB2	2
79	Office of Samoan Affairs		SB2	1
80	Options for Recovery		SB1	0
81	OzPugh Productions		SB4(2)	2
82	Pacific Clinics		SB1; SB3	5
83	PACS	SPA 8	SB1	2
84	Paladin Eastside		SB1	2
85	Parent Advocate		SB3; SB4(2)	2
86	Parent in Partnership		SB4(1)	6
87	Partnerships for Families		SB2	1
88	Peace For Kids		SB2	0

Attachment I

Other Program Participants		Strategy Focus Group	Convening Bureau	Number of Participants
Service Providers				
89	Pediatric Therapy Network	SPA 8	SB1	3
90	People Who Care Youth Center	SPA 6	SB2	2
91	Phoenix House		SB1	0
92	Positive Image Center		SB2	1
93	Pride Health Services		SB1	0
94	Project Impact		SB2	2
95	Protective Science Dynamics	SPA 1	SB4(1)	1
96	Providence		SB1	1
97	Public Counsel		SB1	0
98	Public Health Nurses		SB1	1
99	Project Accountability		SB2	0
100	Project Impact		SB2	2
101	Rainbow Services	SPA 8	SB1	2
102	Relative/Caregiver		SB3;SB4(2)	25
103	Renew Life Treatment		SB3	0
104	Robinson Growing Stars Foundation		SB3	1
105	R.O.C.K		SB4(1)	1
106	Royal Family Resource Center		SB3	0
107	SAF LB	SPA 8	SB1	0
108	Salesian Boys and Girls Clubs		SB3	0
109	Santa Clarita Medical Therapy Unit		SB4(2)	1
110	SCPIP		SB2	1
111	Seaside Community Center	SPA 8		1
112	Secure Transitions		SB2	1
113	Seeking Peaceful Solutions		SB2	0
114	Services Center for Independent Living		SB3	0
115	South Bay Bright Future FFA		SB1	0
116	South Bay Children's Health Center	SPA 8	SB1	1
117	SSG OTTP		SB1	0
118	System of Care Program		SB3	1
119	Teens Happy Homes FFA	SPA2	SB1	1
120	The Children's Clinic	SPA 8		1
121	The Solutions Foundation		SB2	2
122	Toberman Neighborhood Center		SB1	0
123	United We Mentor/AVPH			0
124	Uplift		SB2	1
125	Valley Child Guidance Clinic	SPA 1		1
126	Vermont Village Community Dev. Corp.		SB2	1
127	Victim Witness Assistance Program		SB1; SB2;SB4(2)	2

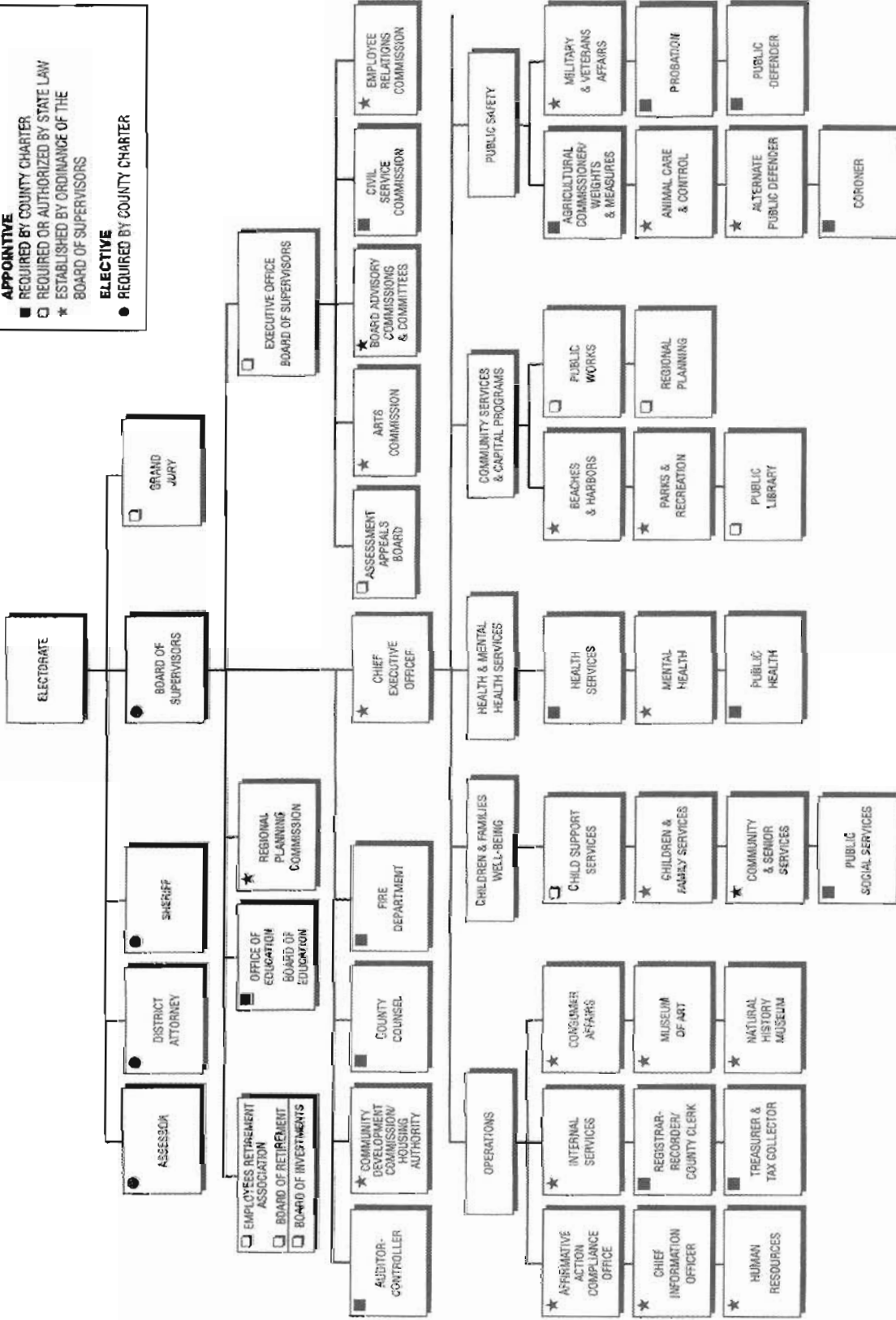
Attachment I

Other Program Participants		Strategy Focus Group	Convening Bureau	Number of Participants
Service Providers				
128	Village Family Services		SB4(2)	1
129	West Angeles Counseling Center		SB2	1
130	Westlake Pico-Union Family Source Center		SB3	1
131	Whittier Area Community Center		SB1	1
132	Whole Child		SB1	0
133	Wings of Refuge	SPA 8	SB1; SB2	3
134	WPIC		SB3;SB4(1)(2)	5
135	Yes2Kids/Atlantic Recovery	SPA 1	SB4(1)	2
136	YMCA - Pasadena	SPA 3		1
137	Youth Journey/Emerging Light Foundation		SB1	0
138	Youth Support Association		SB4(1)	1
Teen Pregnancy Prevention				
1	Planned Parenthood		SB3;SB4(1)	2
2	A Change of Faces		SB4(1)	0
3	Antelope Valley Community Clinic		SB4(1)	1
Workforce Investment Board				
(did not attend or invited)				0
County Children and Families Commission				
(Attempts made to have one-on-one discussion with each Commissioner)				0

COUNTY OF LOS ANGELES

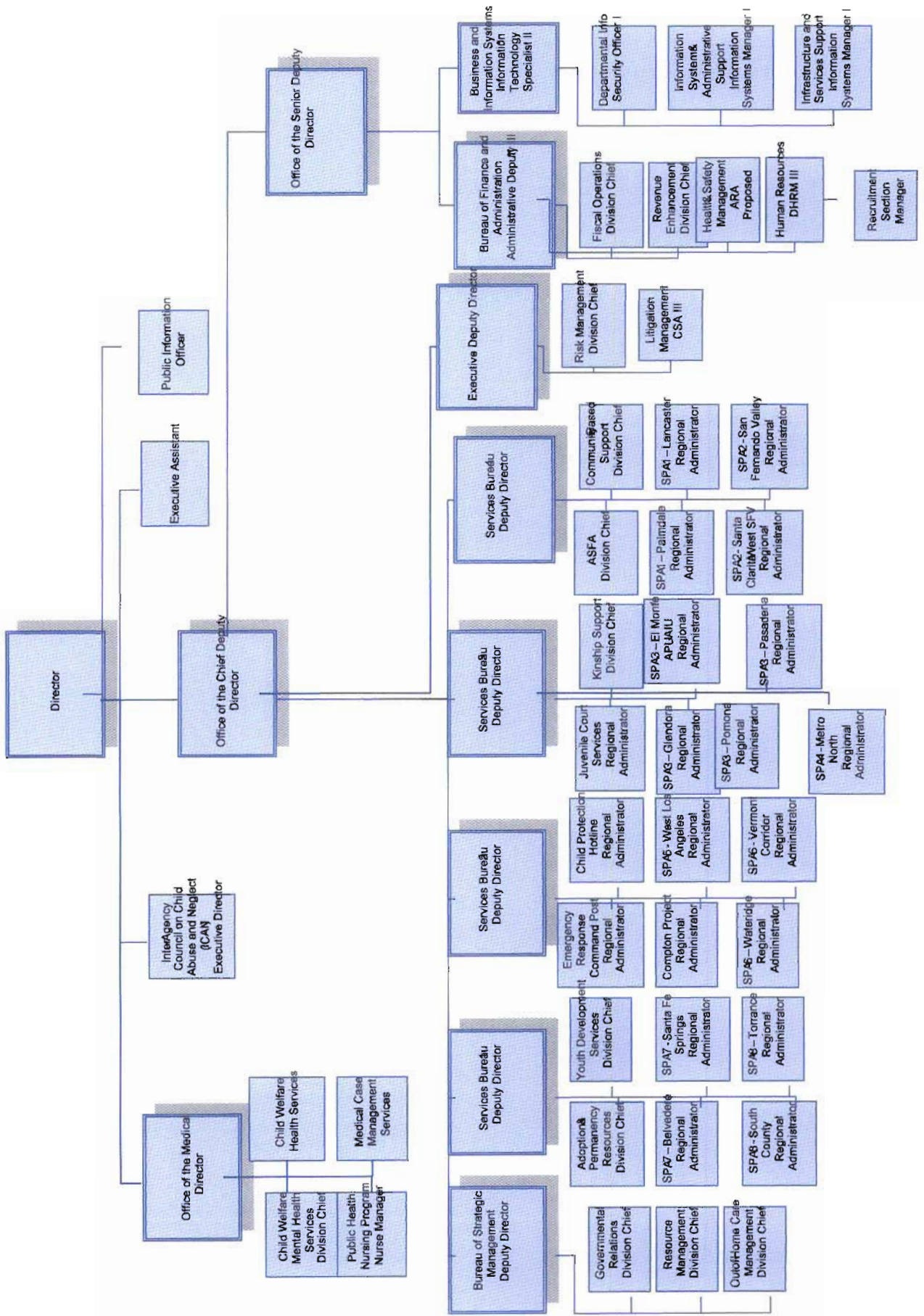
LEGEND

- APPOINTIVE**
- REQUIRED BY COUNTY CHARTER
 - REQUIRED OR AUTHORIZED BY STATE LAW
 - ★ ESTABLISHED BY ORDINANCE OF THE BOARD OF SUPERVISORS
- ELECTIVE**
- REQUIRED BY COUNTY CHARTER



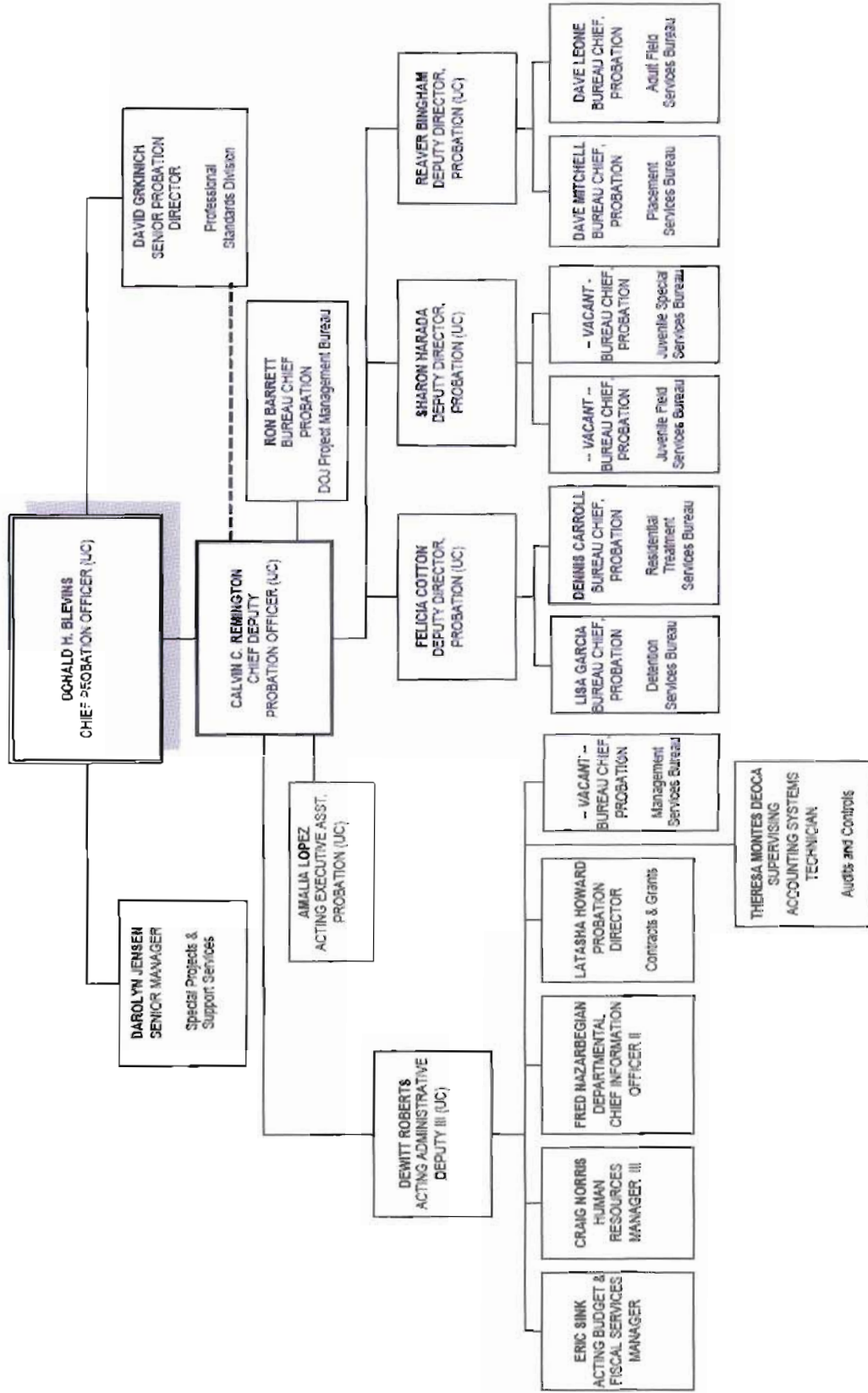
Footnote: Several departments report directly to the Board of Supervisors or are headed by elected officials, but work with the Chief Executive Office through the clusters. These are: Assessor, Auditor-Controller, Executive Office of the Board of Supervisors, County Counsel (Operations), Community Development Commission (Community Services and Capital Programs), Sheriff, District Attorney, Fire (Public Safety).

Attachment III County of Los Angeles Department of Children and Family Services Organization Chart



Attachment IV

PROBATION DEPARTMENT EXECUTIVE ORGANIZATIONAL STRUCTURE MARCH 2011



Attachment V
Los Angeles County Cities and ZIP Code Directory

REGION	ZIP_NUMBER	LOCATION NAME	REGION	CITY_COMMUNITY	ZIP_SPA
1	93243	Lancaster	1	Lebec	SPA 1
1	93510	Palmdale	1	Acton	SPA 1
1	93523	Lancaster	1	Edwards AFB	SPA 1
1	93532	Lancaster	1	Elizabeth Lake/Lake Hughes	SPA 1
1	93534	Lancaster	1	Lancaster	SPA 1
1	93535	Lancaster	1	Hi Vista	SPA 1
1	93536	Lancaster	1	Lancaster/Quartz Hill	SPA 1
1	93543	Palmdale	1	Littlerock/Juniper Hills	SPA 1
1	93544	Palmdale	1	Llano	SPA 1
1	93550	Palmdale	1	Palmdale/Lake Los Angeles	SPA 1
1	93551	Palmdale	1	Palmdale	SPA 1
1	93552	Palmdale	1	Palmdale	SPA 1
1	93553	Palmdale	1	Pearblossom	SPA 1
1	93563	Palmdale	1	Valyermo	SPA 1
1	93591	Palmdale	1	Palmdale/Lake Los Angeles	SPA 1
2	90290	West San Fernando Valley	2	Topanga	SPA 2
2	91040	San Fernando Valley	2	Sunland (City of LA)/Shadow Hills (City of LA)	SPA 2
2	91042	San Fernando Valley	2	Tujunga (City of LA)	SPA 2
2	91301	West San Fernando Valley	2	Agoura/Oak Park	SPA 2
2	91302	West San Fernando Valley	2	Calabasas/Hidden Hills	SPA 2
2	91303	West San Fernando Valley	2	Canoga Park (City of LA)	SPA 2
2	91304	West San Fernando Valley	2	Canoga Park (City of LA)	SPA 2
2	91306	West San Fernando Valley	2	Winnetka (City of LA)	SPA 2
2	91307	West San Fernando Valley	2	West Hills (City of LA)	SPA 2
2	91311	West San Fernando Valley	2	Chatsworth (City of LA)	SPA 2
2	91316	West San Fernando Valley	2	Encino (City of LA)	SPA 2
2	91321	Santa Clarita	2	Santa Clarita (Newhall)	SPA 2
2	91324	West San Fernando Valley	2	Northridge (City of LA)	SPA 2
2	91325	West San Fernando Valley	2	Northridge (City of LA)	SPA 2
2	91326	West San Fernando Valley	2	Porter Ranch (City of LA)	SPA 2
2	91330	West San Fernando Valley	2	Northridge (City of LA), California State University	SPA 2

Attachment V
Los Angeles County Cities and ZIP Code Directory

REGION	ZIP_NUMBER	LOCATION NAME	REGION	CITY_COMMUNITY	ZIP_SPA
2	91331	San Fernando Valley	2	Arleta (City of LA)/Pacoima (City of LA)	SPA 2
2	91335	West San Fernando Valley	2	Reseda (City of LA)	SPA 2
2	91340	Santa Clarita	2	San Fernando	SPA 2
2	91342	Santa Clarita	2	Lake View Terrace (City of LA)/Sylmar (City of LA)	SPA 2
2	91343	Santa Clarita	2	North Hills (City of LA)	SPA 2
2	91344	Santa Clarita	2	Granada Hills (City of LA)	SPA 2
2	91345	Santa Clarita	2	Mission Hills (City of LA)	SPA 2
2	91350	Santa Clarita	2	Agua Dulce/Saugus	SPA 2
2	91351	Santa Clarita	2	Santa Clarita (Canyon Country)	SPA 2
2	91352	San Fernando Valley	2	Sun Valley (City of LA)	SPA 2
2	91354	Santa Clarita	2	Santa Clarita (Valencia)	SPA 2
2	91355	Santa Clarita	2	Santa Clarita (Valencia)	SPA 2
2	91356	West San Fernando Valley	2	Tarzana (City of LA)	SPA 2
2	91361	West San Fernando Valley	2	Westlake Village	SPA 2
2	91362	West San Fernando Valley	2	Westlake Village	SPA 2
2	91364	West San Fernando Valley	2	Woodland Hills (City of LA)	SPA 2
2	91367	West San Fernando Valley	2	Woodland Hills (City of LA)	SPA 2
2	91381	Santa Clarita	2	Stevenson Ranch	SPA 2
2	91382	Santa Clarita	2	Santa Clarita	SPA 2
2	91384	Santa Clarita	2	Castaic	SPA 2
2	91387	Santa Clarita	2	Canyon Country	SPA 2
2	91390	Santa Clarita	2	Santa Clarita	SPA 2
2	91401	San Fernando Valley	2	Van Nuys (City of LA)	SPA 2
2	91402	San Fernando Valley	2	Panorama City (City of LA)	SPA 2
2	91403	San Fernando Valley	2	Sherman Oaks (City of LA)/Van Nuys (City of LA)	SPA 2
2	91405	San Fernando Valley	2	Van Nuys (City of LA)	SPA 2
2	91406	West San Fernando Valley	2	Van Nuys (City of LA)	SPA 2
2	91411	San Fernando Valley	2	Van Nuys (City of LA)	SPA 2
2	91423	San Fernando Valley	2	Sherman Oaks (City of LA)/Van Nuys (City of LA)	SPA 2
2	91436	West San Fernando Valley	2	Encino (City of LA)	SPA 2
2	91601	San Fernando Valley	2	North Hollywood (City of LA)	SPA 2

Attachment V
Los Angeles County Cities and ZIP Code Directory

REGION	ZIP_NUMBER	LOCATION NAME	REGION	CITY_COMMUNITY	ZIP_SPA
2	91602	San Fernando Valley	2	North Hollywood (City of LA)/Toluca Lake (City of LA)	SPA 2
2	91604	San Fernando Valley	2	North Hollywood (City of LA)/Studio City (City of LA)	SPA 2
2	91605	San Fernando Valley	2	North Hollywood	SPA 2
2	91606	San Fernando Valley	2	North Hollywood	SPA 2
2	91607	San Fernando Valley	2	North Hollywood (City of LA)/Valley Village (City of LA)	SPA 2
2	91608	San Fernando Valley	2	Universal City	SPA 2
3	90032	Pasadena	3	El Sereno (City of LA)/Monterey Hills (City of LA)	SPA 3
3	90041	Pasadena	3	Eagle Rock (City of LA)	SPA 3
3	90042	Pasadena	3	Highland Park (City of LA)	SPA 3
3	90065	Pasadena	3	Cypress Park (City of LA)/Glassell Park (City of LA)	SPA 3
3	91001	Pasadena	3	Altadena	SPA 3
3	91006	Pasadena	3	Arcadia	SPA 3
3	91007	Pasadena	3	Arcadia	SPA 3
3	91010	Pasadena	3	Bradbury	SPA 3
3	91011	Pasadena	3	La Canada-Flintridge	SPA 3
3	91016	Pasadena	3	Monrovia	SPA 3
3	91020	Pasadena	3	Montrose	SPA 3
3	91023	Pasadena	3	Mount Wilson	SPA 3
3	91024	Pasadena	3	Sierra Madre	SPA 3
3	91030	Pasadena	3	South Pasadena	SPA 3
3	91046	Pasadena	3	Glendale (Verdugo City)	SPA 3
3	91101	Pasadena	3	Pasadena	SPA 3
3	91103	Pasadena	3	Pasadena	SPA 3
3	91104	Pasadena	3	Pasadena	SPA 3
3	91105	Pasadena	3	Pasadena	SPA 3
3	91106	Pasadena	3	Pasadena	SPA 3
3	91107	Pasadena	3	Pasadena	SPA 3
3	91108	Pasadena	3	San Marino	SPA 3
3	91125	Pasadena	3	Pasadena (California Institute of Technology)	SPA 3
3	91126	Pasadena	3	Pasadena (California Institute of Technology)	SPA 3
3	91201	Pasadena	3	Glendale	SPA 3
3	91202	Pasadena	3	Glendale	SPA 3
3	91203	Pasadena	3	Glendale	SPA 3
3	91204	Pasadena	3	Glendale (Tropico)	SPA 3
3	91205	Pasadena	3	Glendale (Tropico)	SPA 3

Attachment V
Los Angeles County Cities and ZIP Code Directory

REGION	ZIP_NUMBER	LOCATION NAME	REGION	CITY_COMMUNITY	ZIP_SPA
3	91206	Pasadena	3	Glendale	SPA 3
3	91207	Pasadena	3	Glendale	SPA 3
3	91208	Pasadena	3	Glendale	SPA 3
3	91210	Pasadena	3	Galleria (Glendale)	SPA 3
3	91214	Pasadena	3	La Crescenta	SPA 3
3	91501	Pasadena	3	Burbank	SPA 3
3	91502	Pasadena	3	Burbank	SPA 3
3	91504	Pasadena	3	Burbank (Glenoaks)	SPA 3
3	91505	Pasadena	3	Burbank	SPA 3
3	91506	Pasadena	3	Burbank	SPA 3
3	91521	Pasadena	3	Burbank	SPA 3
3	91522	Pasadena	3	Burbank	SPA 3
3	91523	Pasadena	3	Burbank	SPA 3
3	91702	Glendora	3	Azusa	SPA 3
3	91706	Glendora	3	Baldwin Park/Irwindale	SPA 3
3	91711	Pomona	3	Claremont	SPA 3
3	91722	Glendora	3	Covina	SPA 3
3	91723	Glendora	3	Covina	SPA 3
3	91724	Glendora	3	Covina	SPA 3
3	91731	El Monte	3	El Monte	SPA 3
3	91732	El Monte	3	El Monte	SPA 3
3	91733	El Monte	3	South El Monte	SPA 3
3	91740	Glendora	3	Glendora	SPA 3
3	91741	Glendora	3	Glendora	SPA 3
3	91744	Glendora	3	City of Industry/La Puente/Valinda	SPA 3
3	91745	El Monte	3	La Puente (Hacienda Heights)	SPA 3
3	91746	Glendora	3	Bassett/City of Industry/La Puente	SPA 3
3	91748	Glendora	3	Rowland Heights	SPA 3
3	91750	Pomona	3	La Verne	SPA 3
3	91754	Pasadena	3	Monterey Park	SPA 3
3	91755	Pasadena	3	Monterey Park	SPA 3
3	91765	Pomona	3	Diamond Bar	SPA 3
3	91766	Pomona	3	Phillips Ranch/Pomona	SPA 3
3	91767	Pomona	3	Pomona	SPA 3
3	91768	Pomona	3	Pomona	SPA 3
3	91770	Pasadena	3	Rosemead	SPA 3
3	91773	Pomona	3	San Dimas	SPA 3
3	91775	Pasadena	3	San Gabriel	SPA 3
3	91776	Pasadena	3	San Gabriel	SPA 3
3	91780	Pasadena	3	Temple City	SPA 3
3	91789	Glendora	3	Diamond Bar/City of Industry/Walnut	SPA 3

Attachment V
Los Angeles County Cities and ZIP Code Directory

REGION	ZIP_NUMBER	LOCATION NAME	REGION	CITY_COMMUNITY	ZIP_SPA
3	91790	Glendora	3	West Covina	SPA 3
3	91791	Glendora	3	West Covina	SPA 3
3	91792	Glendora	3	West Covina	SPA 3
3	91801	Pasadena	3	Alhambra	SPA 3
3	91803	Pasadena	3	Alhambra	SPA 3
4	90004	Metro North	4	Hancock Park (City of LA)	SPA 4
4	90005	Metro North	4	Koreatown (City of LA)	SPA 4
4	90006	Metro North	4	Pico Heights (City of LA)	SPA 4
4	90010	Metro North	4	Wilshire Blvd (City of LA)	SPA 4
4	90012	Metro North	4	Civic Center (City of LA)/Chinatown (City of LA)	SPA 4
4	90013	Metro North	4	Downtown Los Angeles (City of LA)	SPA 4
4	90014	Metro North	4	Los Angeles	SPA 4
4	90015	Metro North	4	Downtown Los Angeles (City of LA)	SPA 4
4	90017	Metro North	4	Downtown Los Angeles (City of LA)	SPA 4
4	90020	Metro North	4	Hancock Park (City of LA)	SPA 4
4	90021	Metro North	4	Downtown Los Angeles (City of LA)	SPA 4
4	90026	Metro North	4	Echo Park/Silverlake (City of LA)	SPA 4
4	90027	Metro North	4	Griffith Park (City of LA)/Los Feliz (City of LA)	SPA 4
4	90028	Metro North	4	Hollywood (City of LA)	SPA 4
4	90029	Metro North	4	Downtown Los Angeles (City of LA)	SPA 4
4	90031	Metro North	4	Montecito Heights (City of LA)	SPA 4
4	90033	Metro North	4	Boyle Heights (City of LA)	SPA 4
4	90038	Metro North	4	Hollywood (City of LA)	SPA 4
4	90039	Metro North	4	Atwater Village (City of LA)	SPA 4
4	90057	Metro North	4	Westlake (City of LA)	SPA 4
4	90068	Metro North	4	Hollywood (City of LA)	SPA 4
4	90071	Metro North	4	ARCO Towers (City of LA)	SPA 4
5	90019	West LA	5	Country Club Park (City of LA)/Mid City (City of LA)	SPA 5
5	90024	West LA	5	Westwood (City of LA)	SPA 5
5	90025	West LA	5	Sawtelle (City of LA)/West Los Angeles (City of LA)	SPA 5
5	90034	West LA	5	Palms (City of LA)	SPA 5
5	90035	West LA	5	West Fairfax (City of LA)	SPA 5
5	90036	West LA	5	Park La Brea (City of LA)	SPA 5
5	90045	West LA	5	LAX Area (City of LA)/Westchester (City of LA)	SPA 5
5	90046	West LA	5	Mount Olympus (City of LA)	SPA 5
5	90048	West LA	5	West Beverly (City of LA)	SPA 5

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REGION	ZIP_NUMBER	LOCATION NAME	REGION	CITY_COMMUNITY	ZIP_SPA
5	90049	West LA	5	Bel Air Estates (City of LA)/Brentwood (City of LA)	SPA 5
5	90056	West LA	5	Ladera Heights (City of LA)	SPA 5
5	90064	West LA	5	Cheviot Hills (City of LA)/Rancho Park (City of LA)	SPA 5
5	90066	West LA	5	Mar Vista (City of LA)	SPA 5
5	90067	West LA	5	Century City (City of LA)	SPA 5
5	90069	West LA	5	West Hollywood	SPA 5
5	90073	West LA	5	VA Hospital (Sawtelle)	SPA 5
5	90077	West LA	5	Bel Air Estates & Beverly Glen (City of LA)	SPA 5
5	90094	West LA	5	Playa Vista	SPA 5
5	90095	West LA	5	Los Angeles (UCLA)	SPA 5
5	90210	West LA	5	Beverly Hills/Beverly Glen (City of LA)	SPA 5
5	90211	West LA	5	Beverly Hills	SPA 5
5	90212	West LA	5	Beverly Hills	SPA 5
5	90230	West LA	5	Culver City	SPA 5
5	90232	West LA	5	Culver City	SPA 5
5	90263	West LA	5	Pepperdine University (Malibu)	SPA 5
5	90265	West LA	5	Malibu	SPA 5
5	90272	West LA	5	Castellemare (City of LA)/Pacific Highlands (City of LA)	SPA 5
5	90291	West LA	5	Venice (City of LA)	SPA 5
5	90292	West LA	5	Marina del Rey	SPA 5
5	90293	West LA	5	Playa del Rey (City of LA)	SPA 5
5	90401	West LA	5	Santa Monica	SPA 5
5	90402	West LA	5	Santa Monica	SPA 5
5	90403	West LA	5	Santa Monica	SPA 5
5	90404	West LA	5	Santa Monica	SPA 5
5	90405	West LA	5	Santa Monica	SPA 5
6	90001	Wateridge	6	Florence/South Central (City of LA)	SPA 6
6	90002	Wateridge	6	Watts (City of LA)	SPA 6
6	90003	Wateridge	6	South Central (City of LA)	SPA 6
6	90007	Vermont Corridor	6	South Central (City of LA)	SPA 6
6	90008	Vermont Corridor	6	Baldwin Hills/Crenshaw (City of LA)/Leimert Park (City of LA)	SPA 6
6	90011	Wateridge	6	South Central (City of LA)	SPA 6
6	90016	Vermont Corridor	6	West Adams (City of LA)	SPA 6
6	90018	Vermont Corridor	6	Jefferson Park (City of LA)	SPA 6
6	90037	Wateridge	6	South Central (City of LA)	SPA 6

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6	90043	Vermont Corridor	6	Hyde Park (City of LA)/View Park/Windsor Hills	SPA 6
6	90044	Vermont Corridor	6	Athens	SPA 6
6	90047	Wateridge	6	South Central (City of LA)	SPA 6
6	90059	Compton	6	Watts (City of LA)/Willowbrook	SPA 6
6	90061	Compton	6	South Central (City of LA)	SPA 6
6	90062	Vermont Corridor	6	South Central (City of LA)	SPA 6
6	90089	Vermont Corridor	6	USC (City of LA)	SPA 6
6	90220	Compton	6	Compton/Rancho Dominguez	SPA 6
6	90221	Compton	6	East Rancho Dominguez	SPA 6
6	90222	Compton	6	Compton/Rosewood/Willowbrook	SPA 6
6	90262	Compton	6	Lynwood	SPA 6
6	90723	Compton	6	Paramount	SPA 6
7	90022	Belvedere	7	East Los Angeles	SPA 7
7	90023	Belvedere	7	East Los Angeles (City of LA)	SPA 7
7	90040	Belvedere	7	Commerce, City of	SPA 7
7	90058	Belvedere	7	Vernon	SPA 7
7	90063	Belvedere	7	City Terrace	SPA 7
7	90201	Belvedere	7	Bell/Bell Gardens/Cudahy	SPA 7
7	90240	S F Springs	7	Downey	SPA 7
7	90241	S F Springs	7	Downey	SPA 7
7	90242	S F Springs	7	Downey	SPA 7
7	90255	Belvedere	7	Huntington Park/Walnut Park	SPA 7
7	90270	Belvedere	7	Maywood	SPA 7
7	90280	S F Springs	7	South Gate	SPA 7
7	90601	S F Springs	7	Whittier	SPA 7
7	90602	S F Springs	7	Whittier	SPA 7
7	90603	S F Springs	7	Whittier	SPA 7
7	90604	S F Springs	7	Whittier	SPA 7
7	90605	S F Springs	7	Whittier/South Whittier	SPA 7
7	90606	S F Springs	7	Los Nietos	SPA 7
7	90631	S F Springs	7	La Habra Heights	SPA 7
7	90638	S F Springs	7	La Mirada	SPA 7
7	90639	S F Springs	7	La Mirada (Biola Univ.)	SPA 7
7	90640	Belvedere	7	Montebello	SPA 7
7	90650	S F Springs	7	Norwalk	SPA 7
7	90660	Belvedere	7	Pico Rivera	SPA 7
7	90670	S F Springs	7	Santa Fe Springs	SPA 7
7	90701	S F Springs	7	Cerritos	SPA 7
7	90703	S F Springs	7	Cerritos	SPA 7
7	90706	S F Springs	7	Bellflower	SPA 7
7	90716	S F Springs	7	Hawaiian Gardens	SPA 7

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REGION	ZIP_NUMBER	LOCATION NAME	REGION	CITY_COMMUNITY	ZIP_SPA
8	90245	Torrance	8	El Segundo	SPA 8
8	90247	Torrance	8	Gardena	SPA 8
8	90248	Torrance	8	Gardena	SPA 8
8	90249	Torrance	8	Gardena	SPA 8
8	90250	Torrance	8	Hawthorne (Holly Park)	SPA 8
8	90254	Torrance	8	Hermosa Beach	SPA 8
8	90260	Torrance	8	Lawndale	SPA 8
8	90261	Torrance	8	Lawndale (Federal Bldg)	SPA 8
8	90266	Torrance	8	Manhattan Beach	SPA 8
8	90274	Torrance	8	Palos Verdes Estates/Rolling Hills/Rolling Hills E	SPA 8
8	90275	Torrance	8	Rancho Palos Verdes	SPA 8
8	90277	Torrance	8	Redondo Beach/Torrance	SPA 8
8	90278	Torrance	8	Redondo Beach/Torrance	SPA 8
8	90301	Torrance	8	Inglewood	SPA 8
8	90302	Torrance	8	Inglewood	SPA 8
8	90303	Torrance	8	Inglewood	SPA 8
8	90304	Torrance	8	Lennox	SPA 8
8	90305	Torrance	8	Inglewood	SPA 8
8	90501	Torrance	8	Torrance	SPA 8
8	90502	Torrance	8	Torrance	SPA 8
8	90503	Torrance	8	Torrance	SPA 8
8	90504	Torrance	8	Torrance	SPA 8
8	90505	Torrance	8	Torrance	SPA 8
8	90506	Torrance	8	Torrance (Camino College)	SPA 8
8	90704	South County	8	Avalon	SPA 8
8	90710	Torrance	8	Harbor City (City of LA)	SPA 8
8	90712	South County	8	Lakewood	SPA 8
8	90713	South County	8	Lakewood	SPA 8
8	90715	South County	8	Lakewood	SPA 8
8	90717	Torrance	8	Lomita/Rancho Palos Verdes	SPA 8
8	90731	South County	8	San Pedro (City of LA)/Terminal Island (City of LA)	SPA 8
8	90732	South County	8	Rancho Palos Verdes	SPA 8
8	90744	South County	8	Wilmington (City of LA)	SPA 8
8	90745	South County	8	Carson	SPA 8
8	90746	South County	8	Carson	SPA 8
8	90747	South County	8	Carson (Cal State Univ. Dominguez Hills)	SPA 8
8	90755	South County	8	Signal Hill	SPA 8
8	90802	South County	8	Long Beach	SPA 8
8	90803	South County	8	Long Beach	SPA 8

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REGION	ZIP_NUMBER	LOCATION NAME	REGION	CITY_COMMUNITY	ZIP_SPA
8	90804	South County	8	Long Beach	SPA 8
8	90805	South County	8	North Long Beach (Long Beach)	SPA 8
8	90806	South County	8	Long Beach	SPA 8
8	90807	South County	8	Long Beach	SPA 8
8	90808	South County	8	Long Beach	SPA 8
8	90810	South County	8	Carson/Long Beach	SPA 8
8	90813	South County	8	Long Beach	SPA 8
8	90814	South County	8	Long Beach	SPA 8
8	90815	South County	8	Long Beach	SPA 8
8	90822	South County	8	Long Beach	SPA 8
8	90831	South County	8	Long Beach (World Trade Center)	SPA 8
8	90840	South County	8	Long Beach (Cal State University Long Beach)	SPA 8
8	90846	South County	8	Long Beach (Boeing)	SPA 8
	91759			Mt Baldy	
	92397			Wrightwood	
	92821			Brea	
	92823			Brea	
	93560			Rosamond	



Glossary

Glossary of Terms and Acronyms

Active Case: An open case of substantiated child abuse or neglect. Services can be voluntary (no court involvement) or involuntary (court involvement). (See Family Reunification and Family Maintenance)

Adoption Promotion and Support Services (APSS): APSS is Federally funded through the Promoting Safe and Stable Families Act. The specific goal of the APSS Program is to increase permanency for dependency children in Los Angeles

Adoption and Permanency Resource Division- Children's Social Worker (APRD-CSW) Social worker who completes steps and responsibilities related to permanency assessment and adoption planning, as well as corresponding components of Court reports .

ARS (Alternative Response): Provision of a community-based network of formal support services for children and families with inconclusive or moderate risk child abuse/neglect referrals. Supports to divert families from entering the child protective system.

Case-Carrying Children Social Worker (CSW) The social worker to whom a case or active referral is assigned. This social worker carries the title of primary worker of a case.

Child Abuse Hotline: The 24 hour number (1-800-540-4000) staffed by employees of the Department of Children and Family Services is responsible for screening calls from the community related to issues of child abuse and neglect.

Concurrent Planning: Concurrent planning is a DCFS mandated process that provides an innovative and productive framework for working with children and families by simultaneously providing family reunification and permanency services.

Concurrent Planning Assessment (CPA): The CPA is document generally activated by the Adoption and Permanency Resource Division – Children Social Worker, to assess permanency planning options.

County Counsel (CC): The attorney who represents DCFS in all matters brought before the dependency Court.

Child Welfare Services and Case Management System (CWS/CMS): California data tracking system, automates the functions of county child welfare offices and monitors child welfare services and practice. CWS/CMS is also California's centralized system that allows State or county child welfare workers to share information on child abuse/neglect cases.

Dependency Investigator (DI): A social worker who, upon a child's detention, is responsible for investigating and completing the Jurisdiction/Disposition Hearing Report. This social worker is considered a secondary worker of a case.

Disparity: Unfair or unequal treatment of one racial or ethnic group as compared to another racial or ethnic group.

Disproportionality: A particular racial or ethnic group is represented at a rate or percentage higher than their represented at a rate or percentage higher than their representation in the general population.

Emergency Response Children Social Worker (ER-CSW): The social worker who receives and evaluates the child abuse/neglect referral, completes face-to-face contact with the child(ren) and others reported in the allegations, and coordinates development of case plan.

Evidence-based practice: Preferential use of mental and behavioral health interventions for which systematic empirical research has provided evidence of statistically significant effectiveness as treatments for specific problems.

Family Finding: A due diligence process in locating meaningful connections from the youth's past/present, with the ultimate goal of achieving life long permanence, through reunification with a parent, adoption, or legal guardianship. It seeks to identify and locate adult connections with which the youth can develop lasting relationships, throughout the youth's life.

Foster Care: 24-hour out-of-home care provided to children whose own families are unable or unwilling to care for them, and who are in need of temporary or long-term substitute parenting.

Foster Family Agency (FFA): A private agency that certifies foster parents and foster homes. When a family is certified by a foster family agency, a social worker from that agency visits their home on a regular basis. Foster family agencies are also licensed adoption agencies. In this case, a foster family agency social worker may also conduct the adoption home study.

Family Maintenance (FM): Child welfare services provided while child lives in the home of the parent/caretaker. Activities are designed to provide time-limited, in-home protective services to prevent or remedy abuse, neglect or exploitation; to prevent separation of children from their families. These services may be provided for six months and may be extended for up to six more months.

Family Reunification (FR): Services Child welfare services provided to children and families while the child is residing in out-of-home care. Time-limited services tasked to prevent or remedy abuse, neglect or exploitation when a child cannot safely remain at home and needs temporary foster care while services are provided to reunite the family. FR services shall not exceed 12 months except for an additional period of up to six months by order of the court.

Interstate Compact on the Placement of Children (ICPC): A legally binding agreement between states /jurisdictions which establishes procedures for the interstate placement of children. Placing a child in another state without an approved ICPC is a violation of federal law.

Independent Living Program (ILP): The ILP program in the Department of Children and Family Services is designed to help youth who are 16 years old but not yet 21. The goal of the Program is to assist youth in foster care transition successfully to a life after foster care. Youth are engaged in opportunities for enhanced life skills in areas of social education, employment and housing.

Kin-Gap (Kinship Guardianship Assistance): Kin-Gap is the name given to the status of a case when relative caregivers have legal guardianship of a child, the DCFS case terminates and financial assistance is provided under the name of Kin-Gap funding.

Multi-disciplinary Assessment Team (MAT): Multidisciplinary assessments are conducted on newly detained children in the areas of health, mental health, education, and psycho-social development to ensure that a child's needs are appropriately identified to assist in placement stability and provide caregivers with needed information for a successful placement.

Medical Hubs: Medical facilities that provide Initial Medical Exams, Forensic Evaluations, the latter as determined needed, and age-appropriate mental health screenings for DCFS served children who are newly detained.

Non-Related Extended Family Member (NREFM): This term refers to any adult caregiver that has an established familial or mentoring relationship with the child. Examples may include, but are not limited to, Godparents, teachers, medical professionals, neighbors, family friends, ministers, sports coaches, etc.

Permanent Placement Services: The activities designed to provide an alternate, permanent family for children who, because of abuse, neglect, exploitation, or abandonment, cannot safely remain at home, and who are unlikely to return home.

Placement and Recruitment Unit (PRU): A specialized unit within the Adoption and Permanency Resources Division, responsible for recruitment of prospective adoptive families and matching children with adoptive applicants.

Public Health Nurse (PHN) Program: Public Health Nurse Program assists the CSW to promote health, prevent disease, and facilitate the provision of health care services allowing children to reach their optimal level of health. Public Health Nurses, located in SPA offices, are available to assist the CSW in ensuring that children receive proper medical care, assessment and to aid in cases that require medical consultation.

Planned Permanent Living Arrangement AKA Long Term Foster Care (PPLA): A juvenile court plan that places the child in the home of a foster caregiver until the child turns 18. The rights and responsibilities of the birth parents do not end, but the care, custody and control of the child remain with the juvenile court.

Primary Assignment: The social worker identified on the CWS/CMS system as carrying the role of coordinator of services for the children and families.

Re-entry: Children that re-enter foster care after reunifying with their parent or caregiver.

Secondary Assignment: The social worker who has the responsibility to perform a specific function in a referral or case. The secondary worker works in collaboration with the primary worker.

Services Bureau (SB) Demographic service provision areas, composed of one to four DCFS Offices

Services Bureau (SB)	Service Planning Area (SPA)	Offices
SB1	SPA 7 SPA 8	Belvedere ; Santa Fe Springs South County Torrance
SB2	SPA 5 SPA 6	West LA Wateridge; Vermont Corridor; Compton, Compton West
SB3	SPA 4 SPA 3	Metro North Glendora, El Monte, Pasadena, Pomona
SB4	SPA 2 SPA 1	San Fernando Valley; Santa Clarita; West Fernando Valley Lancaster, Palmdale

Small Family Home: Any residential facility, in the licensee's family residence, which provides 24-hour care for six or fewer foster children who have mental disorders or developmental or physical disabilities and who require special care and supervision as a result of their disabilities.

Structured Decision-Making (SDM). Provides social workers with simple, objective and reliable tools to make the best possible decisions for individual cases.

TDM (Team Decision Making) A team approach. Parents and children play a key role in identifying their needs and the supports that would be most helpful in addressing them.

Transition Age Youth: Foster youth ages 16 through 20.

Transitional Aged Youth: Children in foster care during the year who were either discharged to emancipation or turned 18 while still in care.

Transitional Housing Placement Program (THPP) (Emancipation Plus): This housing program is designed to further the goals of the Independent Living Program. It serves as a bridge to ensure foster youth are properly trained and have affordable housing arrangements to integrate into the community when emancipated from foster care. This program targets pre-emancipated 16-19 year olds in their senior year of high school.

Voluntary Family Maintenance (VFM) The provision of non-court, time-limited protective services to families whose children are in potential danger of abuse, neglect, or exploitation when the children can safely remain in the home with DCFS services. In order to receive VFM services, the family must be willing to accept them and participate in corrective efforts to ensure that the child's protective needs are met. There is a six-month time limit for this service.

Welfare and Institution Code (WIC) The section of this Code relating to dependent minors and juvenile offenders is also known as the Juvenile Court Law.

WIC 241.1 - Joint Supervision: The Welfare and Institution Code Section 241.1 provides that all children who come under the description of both the dependency and delinquency courts shall be assessed by both the probation department and the dependency court. Since there are no provisions in the law for the children to be dependents of the court and wards of the court at the same time, one of the two departments shall have primary responsibility for supervision of the children.

Wraparound The Wraparound approach is a family-centered, strengths-based, needs-driven planning and service delivery process. It advocates for family-professional partnership to ensure family voice, choice and ownership. The average length of involvement with the program is 8 months. The primary focus of the program is to keep children out of residential placements and maintain them safely in their family and community.

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